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FACULTY HANDBOOK



NPS MISSION

The mission of the Naval Postgraduate School is to provide advanced professional studies at the graduate level for military officers and defense officials from all services and other nations. The school's focus is to increase the combat effectiveness of the armed forces of the United States by providing quality education which supports the unique needs of the defense establishment.

MISSION

The purpose of the mission is to provide a comprehensive overview of the current state of the world and to identify the key challenges facing humanity. The mission is to be completed by the end of the year, and the results will be presented to the public in a series of reports and lectures.

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FOREWORD

THIS HANDBOOK SETS FORTH THE SCHOOL POLICIES AND PROCEDURES RELATING PARTICULARLY TO THE FACULTY. REQUIREMENTS FOR DEGREES OR DESCRIPTIONS OF CURRICULA ARE FOUND IN THE POLICY MANUAL OF THE ACADEMIC COUNCIL AND IN THE SCHOOL CATALOGUE. OTHER SCHOOL INSTRUCTIONS HAVE BEEN REFERENCED, AND ARE DUPLICATED ONLY WHEN ESSENTIAL. THE *POLICY REGARDING APPOINTMENT, PROMOTION, SALARY AND TENURE OF OFFICE OF CIVILIAN MEMBERS OF THE FACULTY* IS INCLUDED AS APPENDIX A.

THIS HANDBOOK HAS BEEN PUBLISHED IN LOOSELEAF FORM TO PERMIT REVISION AS REQUIRED. BY REFERENCE TO THE TABLE OF CONTENTS, IT IS POSSIBLE TO DETERMINE WHETHER YOUR VERSION OF THE FACULTY HANDBOOK IS UP TO DATE. MISSING REPLACEMENT PAGES MAY BE OBTAINED FROM THE PROVOST'S OFFICE.

HARRISON SHULL
Provost/Academic Dean

REPORT

The first part of the report is devoted to a description of the experimental apparatus and the method of measurement. The second part contains the results of the measurements and a discussion of the results. The third part contains the conclusions of the report.

The results of the measurements show that the rate of reaction is proportional to the concentration of the reactants. This is in agreement with the theoretical prediction.

APPENDIX
A

SECTION I - THE SCHOOL

THE NAVAL POSTGRADUATE SCHOOL

The Naval Postgraduate School was established in 1909 to meet the advanced educational needs of naval officers in marine engineering. Since that time, the academic programs of the School have evolved to meet the changing needs of the Navy and the Department of Defense. The student body has grown to include U.S. military officers from each of the Services, U. S. government civilians, and international officers from more than thirty nations. The programs of study depend on the academic disciplines of eleven academic departments and the interdisciplinary melding from four academic groups.

Through the years, the School has carefully nurtured quality educational standards to meet the needs of its select student body. Unlike most graduate schools, the future employment and career progress of the graduates is understood. This provides a unique opportunity to tailor graduate programs to meet specific professional military demands in a quality educational experience.

The broad responsibility of the Naval Postgraduate School toward the advanced education of naval officers is reflected in its chartered mission:

"To conduct and direct the advanced education of commissioned officers, and to provide such other technical and professional instruction as may be prescribed to meet the needs of the Naval Service, and in support of the foregoing, to foster and encourage a program of research in order to sustain academic excellence."

On 4 April 1989 the Secretary of the Navy issued SECNAV INSTRUCTION 1524.2A which updated and clarified the policies concerning the Naval Postgraduate School. In it he emphasized that:

The NPS exists for the sole purpose of increasing the combat effectiveness of the Navy and Marine Corps. It accomplishes this by providing post-baccalaureate degree and non-degree programs in a variety of subspecialty areas not available through other educational institutions. The NPS also supports the DoN through continuing programs of naval and maritime research and through the maintenance of an expert faculty capable of working in, or as advisors to, operational commands, laboratories, systems commands, and headquarters activities of the Navy and Marine Corps.

The contributions of a degree-granting NPS to the combat effectiveness of the Navy and Marine Corps reflect:

- Its ability to develop and offer unique curricula – e.g., undersea warfare; electronic warfare; weapons engineering; command, control, and communication; and naval intelligence.
- The ability to handle classified instruction and research.
- Its flexibility in tailoring general educational subjects to the particular interest of the military, – e.g., organization, space technology, and manpower management.
- The ability to structure curriculum and course sequences to meet professional need and maintain officer warfare specialty with minimum time away from professional responsibilities.
- Its ability to meet DoN requirements rapidly and effectively, by creating and adapting relevant programs, and terminating obsolete programs.
- The benefits of bringing together officers from the four services, increasing the professional dialogue among officers engaged in related efforts to solve significant military problems.
- The cultivation of a unique pool of specialized faculty whose teaching and research expertise is particularly relevant to the military.

In response to self-evaluation, the following mission statement was adopted by the Naval Postgraduate School in 1994:

The mission of the Naval Postgraduate School is to provide advanced professional studies at the graduate level for military officers and defense officials from all services and other nations. The school's focus is to increase the combat effectiveness of the armed forces of the United States by providing quality education which supports the unique needs of the defense establishment.

This mission of the Naval Postgraduate School establishes the continuing requirements for the combination of excellence of academic programs and responsiveness to change and innovation in the technology and management of the Navy and the Department of Defense.

The unique mission of the NPS and the special character of the student body demand a premium on excellence of instruction. The students' anticipated application of their knowledge to future defense problems requires the faculty to be aware of current scientific and technical problems faced by the Defense Department and cognizant of the areas in which future interest may develop. Each program of study at the School has a Flag Officer sponsor who oversees the career and utilization assignments of the naval officer graduates. Both formal and informal

dialogue between the School and these subspecialty sponsors provide an invaluable constructive mechanism to determine evolving educational needs.

Providing the educational skill requirements of the program sponsors is the primary instructional objective of the graduate academic programs of the School. The awarding of degrees is a by-product of this effort. However, it is highly desirable to the Services and individual students that the scholarly achievements of the students be rewarded by conferring the appropriate academic degree. The courses of study, although tailored to meet the particular needs of the Navy and the Department of Defense, fulfill faculty-established standards for academic degrees. For the purpose of awarding degrees, the School is accredited by the Western Association of Schools and Colleges (WASC). Additionally, the programs in electrical engineering, mechanical engineering, and aeronautical/astronautical engineering are accredited by the Accreditation Board for Engineering and Technology (ABET) and the management programs are accredited by the National Association of Schools of Public Affairs and Administration.

In keeping with its mission, the School fosters a research program to benefit the students' educational programs, to stimulate and encourage individual professional development, to attract and retain a talented faculty, and to examine frontiers of knowledge in response to the needs of the Services. The School enjoys a comparative advantage in its ready access to the entire Naval establishment including laboratories, offices, and operating forces.

The Naval Postgraduate School's excellent relations with the Office of Naval Research, naval laboratories, and sponsors of School curricula benefit the research programs. In general, individual and group research projects, which may be interdisciplinary, are reimbursably supported by the Navy, by other Department of Defense agencies, and by other branches of the government, including the National Science Foundation, the Department of Energy, and the National Aeronautics and Space Administration. Research support from private industry may also be sought through the establishment of a Cooperative Research and Development Agreement.

In addition, a Direct Funded Research Program, supported by Navy operating funds, encourages the development of new research ideas which can be proposed subsequently to potential sponsors for reimbursable support. A special benefit of the School's research program is the opportunity for all students to gain research experience by performing supervised thesis study, including classified work, in basic or applied areas of interest to the Navy and other Defense organizations.

SECTION II - STUDENTS

THE STUDENTS

The Naval Postgraduate School student body consists primarily of U.S. Naval Officers, but also other U.S. military officers, U.S. Government civilian employees, and international officers and civilians. Officers must have demonstrated both intellectual and leadership potential to warrant the government's investment in their higher education. They are mature, career-oriented individuals who realize that the graduate education programs provide the technical and managerial expertise needed in demanding billets, solve operational problems, and employ modern weapons systems. Their goal is to qualify as a subspecialist and complement their primary (warfare or staff) specialty.

In general, four or more years will have elapsed since the student's undergraduate education. These years will have been spent undergoing training and acquiring operational experience in a warfare specialty. In some cases, the return to an academic environment requires an extensive review to re-establish the student's academic proficiency. Further, officers have developed new interests as a result of their experience and may be pursuing advanced education in fields other than those of their undergraduate majors in order to meet Navy needs.

These unique characteristics of incoming students require that academic programs be adapted appropriately. Flexibility in academic course sequencing permits adjustments in the course selections offered individuals. Officers who validate sufficient courses may devote the time released to more advanced study, thesis work, or may also complete the curriculum early. This academic tailoring is warranted due to the significant investment that the mature and experienced students represent. Each must be provided the opportunity for maximum personal development within a quality educational environment.

EDUCATIONAL POLICY

On 24 May 1986 the Chief of Naval Operations issued a policy statement on graduate education. Because of its importance, the policy statement is reproduced in its entirety.

Graduate Education Policy

"General: Because we face ever increasing complexities in technological, managerial, and political/economic fields which affect the Navy, we need officers with a solid intellectual capacity and the vision to capitalize on evolving technology and developments. This requires officers capable of original thought and the capacity to

synthesize broad areas of knowledge to analyze complex issues, and appreciate the distinction between what is theoretically possible and actually achievable. Investment in graduate education must be pursued as a priority, even in the face of fiscal austerity and competing demands for our junior officers.

“Subspecialty system: Subspecialty requirements are the primary means of defining Navy’s needs for graduate education programs. Requirements will be validated every other year in a zero-based review that ensures: (1) requirements are not overstated, (2) each subspecialty has a pyramidal structure that fosters a healthy career progression, and (3) subspecialty billets are distributed throughout sea and shore activities to derive maximum benefit from the subspecialist inventory.

“The number of unique subspecialty fields is to be held to a minimum, as is the number of supporting curricula. As a general rule, we will consider consolidating or eliminating other subspecialties to avoid proliferation and ensure efficiency of the system before a new subspecialty is added.

“Officer participants: The fully funded graduate education programs are intended primarily for lieutenants and lieutenant commanders who have demonstrated superior professional performance and the intellectual capability to complete a rigorous academic program. These academic programs are designed to equip officers with enhanced intellectual and analytical capacity and make them more skillful warriors and specialists. Our goal is to achieve 20 percent of the officer corps with a graduate level subspecialty.

“Education: The intention of graduate education is to prepare an officer for a long career of contributions. Therefore, the tendency to train officers for their next assignment must be balanced by graduate education which furthers their ability to contribute. Program length will normally be two years or less to limit costs.

“Officers selected for fully funded graduate education will usually be assigned to study at the Naval Postgraduate School (NPS). NPS programs will be maintained with a predominant emphasis on scientific and engineering subjects. NPS will also provide a program of continuing education so prospective students can improve their knowledge and graduates can maintain currency. For those curricula not offered at NPS, officers will be sent to quality civilian or DoD institutions approved by the appropriate program sponsor. This effort is also managed by NPS.

“Other programs, either full time (such as the Advanced Education Program) or off duty, will be supported for officers who desire graduate education but are unavailable for fully funded education because of career patterns or personal desires.

Utilization: Officers with subspecialty codes will be assigned to a subspecialty billet as soon as practicable after their designation. URL officers will normally be assigned to an operational billet after graduation, but should be assigned subsequently to a subspecialty billet at their first shore tour following graduation. Officers should expect to serve multiple tours in their subspecialty fields during their careers.

Review: Several reviews are in place and will continue to ensure graduate education programs directly support the Navy's needs. These include a biennial review of each curriculum by the sponsor, a biennial flag level validation of all subspecialty billets, and an annual flag level review of Navy's graduate education chaired by the Vice Chief of Naval Operations. In addition, a Board of Advisors appointed by the Secretary of the Navy will assess annually the effectiveness with which NPS is accomplishing its mission."

The following information is for informational purposes only and should not be used for any other purpose. It is not intended to be a substitute for professional advice. The information is provided as a service to our clients and is not intended to be a substitute for professional advice. The information is provided as a service to our clients and is not intended to be a substitute for professional advice.

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SECTION III - SCHOOL STRUCTURE

The Naval Postgraduate School is a shore activity in an active operational status under a Superintendent who is a line officer of flag rank, under the command of the Chief of Naval Operations. The Naval Postgraduate School is subject to the area coordination authority of the Commander-in-Chief, U. S. Pacific Fleet.

ORGANIZATION AND ADMINISTRATION

The organization chart of the Naval Postgraduate School is shown on the next page. The organization of the School combines the administration of the traditional academic functions of a university with the functions of a military activity. A brief description of the positions of the academic officials follows. A complete assignment of duties of all officials of the School is set forth in the NPS Instruction 5400.2 (series), a copy of which is maintained by each Department/Group office.

The Superintendent. The Superintendent is a flag officer of the line and is the Chief Executive of the Naval Postgraduate School. The Superintendent is responsible to the Chief of Naval Operations for the fully-funded graduate education within the Navy conducted at both the Naval Postgraduate School and civilian universities. The determination of policy stems from the command authority of the Superintendent, who is responsible for the accomplishment of the School's mission.

The Provost/Academic Dean. The Provost/Academic Dean is the chief educational officer of the School and is responsible to the Superintendent for all academic matters. In the absence of the Superintendent, the Provost acts in his behalf for those matters not related to the functions of the military chain of command. The Provost/Academic Dean's responsibilities include formulating and implementing academic policies consonant with accreditation standards and the needs of the Navy; maintaining high performance standards of the faculty; reviewing and planning for all education areas and their professional application; and liaison in educational affairs with appropriate agencies, activities, and societies. The Provost/Academic Dean is appointed by the Secretary of the Navy for a term not to exceed five years upon recommendation of the Superintendent, after consultation with a faculty committee appointed by the Superintendent for that purpose. (This committee is called the "Operating Council" for the purposes of this appointment.)

The Dean of Students/Director of Programs. The Dean of Students/Director of Programs is responsible for the administration of the curricular operations of the School, serves as the Dean for all students on student-related matters, and is the senior military officer for military

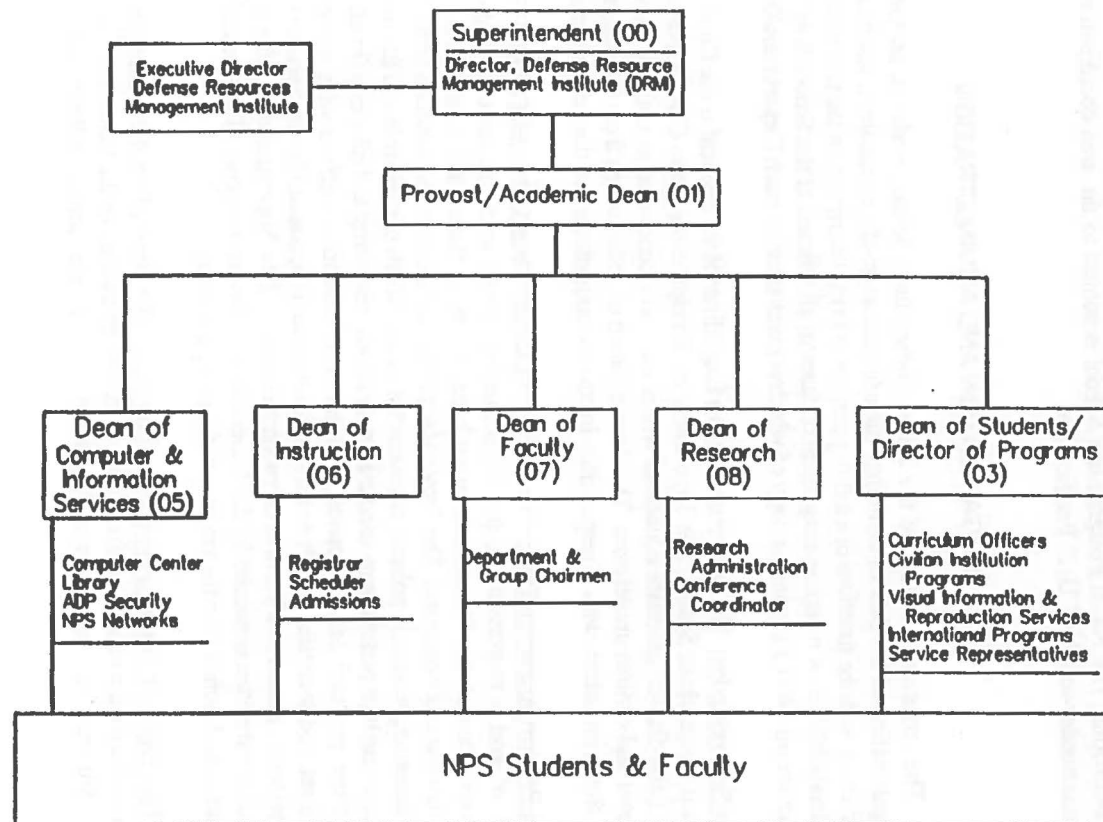


Figure 1. Simplified NPS organization chart for academic matters.
III-2 (Revised July 1994)

personnel assigned as students, as well as those assigned to curricular or academic duties. The Dean of Students/Director of Programs reports to the Provost/Academic Dean on academic matters and to the Superintendent on military matters. His/her responsibilities include:

- a. The planning, development, and evaluation of curricular programs including those conducted at civilian institutions as specified by the Chief of Naval Operations, in coordination with the other Deans.
- b. Exercising operational and supervisory authority over the Curricular Officers and students assigned thereto, including the establishment of common policies and procedures for the Curricular operation.
- c. Ensuring through periodic reviews that the stated objectives of each curriculum are current and that they reflect the educational skill requirements of the various sponsors.
- d. Ensuring continuing liaison with curriculum sponsors.
- e. Acting as Resource Manager for billets, personnel, and dollar assets assigned to the Programs Division.
- f. Maintaining Average-on-Board (AOB) statistics and current Prospective Rotation Dates (PRD) on students.
- g. Coordinating, as required, with the Chief of Naval Operations and the Commander, Bureau of Personnel (BuPERS), on student input procedures.

Dean of Faculty: Under the Academic Dean, the Dean of Faculty, together with the Dean of Research, the Dean of Instruction, and the Dean of Students, administers the academic programs of the School by planning and administering the programs, the resources needed to support the programs, and the distribution of those resources. The Dean of Faculty is also responsible for insuring that policies and procedures are in place to carry out the academic programs efficiently. The Dean of Faculty:

- a. Works with the Department/Group Chairmen to plan, conduct, and administer educational programs.
- b. Supervises the Chairmen of the Academic Departments and Groups.
- c. Recommends individuals for appointment to the faculty to the Provost, after receiving the recommendation from the Department/Group Chairman.
- d. Recommends to the Provost individual faculty for promotion, tenure, and merit pay raises where such a recommendation has been made by the Department/Group Chairman.

- e. Develops and administers programs for faculty orientation, development, and mentoring.
- f. Develops, in conjunction with the Chairmen and the Dean of Research, research plans and encourages the development of research programs.
- g. Prepares and submits budget, manpower, and facilities requirements in accordance with the Planning, Programming, and Budgeting System (PPBS) procedures.
- h. Manages all resources assigned, including budgets, manpower, and physical facilities.
- i. Coordinates the development of new curricula with the Dean of Students/Director of Programs and the Dean of Instruction.
- j. Supports Chairmen in developing and implementing personal development programs for staff members.

The Dean of Faculty is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years.

Dean of Instruction. Under the Academic Dean, the Dean of Instruction establishes policies and procedures to promote high quality instruction to meet the needs of various curricula and administers the instructional support functions. The Dean of Instruction:

- a. insures an effective evaluation of instruction is carried out and that timely follow-up is taken on identified needs.
- b. Develops and conducts a program for instructional improvement.
- c. Recommends individuals to the Provost for appointment as Academic Associates and coordinates with the Dean of Students/Director of Programs in the supervision of Academic Associates.
- d. Coordinates with the Dean of Students/Director of Programs and Dean of Faculty in the development of new curricula.
- e. Supervises academic support activities including the Registrar functions, the Admissions office, course scheduling, and the preparation and distribution of the School catalog.
- f. Supervises the preparation of academic statistical data for internal and appropriate external distribution.
- g. Is Secretary of the Academic Council and advises the Academic Council on curricular matters and academic standards, as requested.

- h. Serves as a position manager and a resource manager for all codes under the Dean of Instruction.
- i. Prepares and submits budget, manpower, and facilities requirements for assigned areas of responsibility in accordance with the Planning, Programming, and Budgeting Systems (PPBS) procedures.

The Dean of Instruction is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years.

Dean of Research. The Dean of Research administers the research program of the School. In this capacity, the Dean of Research is responsible for planning the research program, preparing budgets for the support of the program, maintaining contact with sponsors and potential sponsors to obtain this support, and proposing and administering policy and procedures to carry out the research program. Under the Academic Dean, the Dean of Research:

- a. Develops and implements policies governing research at NPS.
- b. Administers NPS research funds and oversees the proposal process, the expenditures of funds, and the reporting of results.
- c. Coordinates liaison with Department of Defense research and development facilities, the National Science Foundation, other government agencies which engage in research, and private contractors performing research.
- d. Chairs the Research Advisory Panel.
- e. Compiles and publishes an annual summary of the NPS Research Program. Prepares other reports as required. Provides data, briefings, and other research-related support.
- f. Administers other research-related programs at the Naval Postgraduate School.
- g. Oversees coordination with the Comptroller's Office on budget displays and financial matters related to research funds at NPS.
- h. Identifies and develops additional research contacts and coordinates faculty research initiatives.
- i. Approves research proposals, encourages the development of research programs, and evaluates the results of research programs annually.
- j. Administers continuing education programs, including short courses delivered on or off the NPS campus.

- k. Oversees coordination and arrangements for conferences, symposia, workshops, and other meetings at the School. Supervises thesis processing for printing and distribution of theses.
- l. Supervises the staff in the Research Office.
- m. Prepares and submits budget, manpower, and facilities requirements for assigned areas of responsibility in accordance with the Planning, Programming, and Budgeting Systems (PPBS) procedures.

The Dean of Research is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years.

Dean of Computer and Information Services. The Dean of Computer and Information Services plans and manages the computing and information services at the School. Under the Academic Dean, the Dean of Computer and Information Services:

- a. Directs School planning for computing and prepares the annual Naval Postgraduate School budget for ADP.
- b. Supervises the Director of Computing Services, the Director of Information Services, and the ADP Security Officer.
- c. Administers the Institution's Life Cycle Management Program for computing equipment.
- d. Serves as a position manager and a resource manager for all codes under the Dean of Computer and Information Services.
- e. Prepares and submits budget, manpower, and facilities requirements for assigned areas of responsibility in accordance with the Planning, Programming, and Budgeting Systems (PPBS) procedures.

The Dean of Computer and Information Services is appointed by the Superintendent on the recommendation of the Provost/Academic Dean for a specific term not to exceed three years.

Associate Deans. Associate Deans are members of the faculty chosen to assist the Provost and Deans in the performance of their duties. Associate Deans are appointed to a specific half-time term (not to exceed three years) by the Provost, upon recommendation of the appropriate Dean.

Chairman of Academic Departments and Interdisciplinary Groups. The Chairman of an Academic Department or Group plans and administers the educational, personnel, and financial activities of his/her respective Department/Group. The responsibilities of the Chairmen include:

- a. Organizing and supervising their Departments/Groups to carry out the educational policies of the School and to accomplish the objectives of the various curricula.
- b. Planning and supervising research programs in their Departments/Groups to support the mission of the School, and coordinating these with the appropriate academic Deans.
- c. Planning the academic program (in coordination with the academic deans) for their Departments/Groups.
- d. Representing their Departments/Groups in academic and administrative matters.
- e. Recruiting qualified academic personnel for their Departments/Groups, within authorized allowances, and recommending their appointment to the Dean of Faculty or the Provost/Academic Dean.
- f. Recommending faculty for promotion, tenure, and merit pay raises to the Provost via the Dean of Faculty in accordance with established procedures.
- g. Providing professional evaluation of academic personnel and performance ratings of Civil Service personnel assigned to their Departments/Groups. (In this sense, they are "supervisors" as the term is used in Civil Service matters.)
- h. Guiding course development and the preparation and maintenance of a journal for each Department/Group course that is taught. Coordinating and submitting textbook requirements for their Departments/Groups.
- i. Evaluating instruction of their Department/Group courses to insure that they are presented effectively and in accordance with the approved syllabi, coordinating Department/Group grading practices, and ensuring that grades for each student are submitted to the Registrar within prescribed time limits.
- j. Maintaining familiarity with related activities at civilian educational institutions and technical and industrial organizations, so that curricula and courses are kept abreast of educational and technical advances.
- k. Submitting budget estimates for their Departments/Groups to the Dean of Faculty or the Provost/Academic Dean; developing plans to procure equipment for their Departments/Groups, including laboratories; and administering the maintenance and custody thereof.
- l. Controlling the safe operation, development, and security of the spaces of their Departments/Groups and of all machinery, equipment, and materials therein.

- m. Developing and implementing personnel development programs for personnel in their Departments/Groups. Establishing and overseeing a mentoring program for faculty. Establishing and monitoring a program to ensure that their faculty remain current on Navy technology and procedures.
- n. Designating Associate Chairmen to assist with Department/Group administrative duties.
- o. Working with the Curricular Offices in maintaining liaison with sponsors, developing new programs, and in the sponsor evaluation and modification of programs.

The Chairmen of Academic Departments and Groups are appointed by the Superintendent upon the recommendation of the Dean of Faculty via the Provost/Academic Dean for specific terms not to exceed three years. The Chairmen are under the operational and supervisory authority of the Dean of Faculty.

The Faculty. The Faculty are members of the staff, military and civilian, engaged in teaching, the supervision of laboratory periods, research, supervision of theses, and other academic duties. They are assigned to specific academic Departments/Groups and their responsibilities, under the cognizant Department/Group Chairman, include:

- a. Teaching effectively the courses assigned to them in accordance with the approved syllabus for the course.
- b. Maintaining a course journal in the Department/Group files for each course taught.
- c. Directing and supervising student research activities, including theses.
- d. Performing assigned administrative tasks.
- e. Recommending beneficial changes to curricula and courses and to laboratory development.
- f. Submitting grades to the Registrar at the end of each quarter, as specified by procedures promulgated by the Dean of Instruction.
- g. Keeping their Department Chairman informed of their professional activities.
- h. Maintaining professional proficiency by a program of personal scholarly activity, by participation in technical societies and meetings, and by outside contacts.
- i. Keeping themselves cognizant of the special needs of the Navy in advanced education and in the areas of their professional specialties.

- j. Training staff assigned to them so that the staff can most effectively aid the School's education program.
- k. Attending official functions as required.

Some faculty members hold dual appointments. In such cases, one of the Department/Group Chairmen is assigned the primary responsibility for supervisory tasks such as mentoring and making recommendations for pay raises and promotion.

Curricular Officers/Academic Associates. The Curricular Officer/Academic Associate team is an organizational entity unique to the Postgraduate School. The team is responsible for developing, maintaining, and updating curricula to accommodate the needs and academic requirements of the Navy and the Department of Defense.

A naval officer of suitable experience and rank is assigned as the Curricular Officer, serving as the executive director of the office. One or more assistant curricular officers may also be assigned to a Curricular Office and responsibility for a curriculum may be delegated to an assistant.

A civilian member of the faculty thoroughly familiar with the Naval Postgraduate School, the Navy, and DOD is assigned part-time duty as the Academic Associate. Where the Curricular Office supports multiple curricula, more than one Academic Associate may be appointed and assigned responsibility for specific curricula.

The Curricular Officers are responsible to the Dean of Students/Director of Programs for the overall operation of their respective Curricular Offices. The Academic Associates are responsible to the Dean of Instruction, through their Department or Group Chairmen, for the integrity of the academic features of the Curricular Office operation. As a consequence of this arrangement, the Curricular Officers and Academic Associates are close associates and their relationship should develop accordingly.

Academic Associates are appointed to this duty by the Provost/Academic Dean, on the recommendation of the Dean of Instruction and the Dean of Students/Director of Programs, for specific terms not in excess of three years. The budgeted time allotted to perform the duties of Academic Associate are determined by the Dean of Instruction.

General responsibilities associated with the Curricular Offices are as defined herein. Specific responsibilities of the individuals are covered in either Naval Postgraduate School Instructions or policy directives. Their general responsibilities follow:

- a. Curriculum Sponsor Liaison. The Curricular Officer/Academic Associate team works with subspecialty sponsors and consultants to define pertinent Navy needs, including professional objectives; to delineate projected utilization of program graduates; and to consult with Department/Group Chairmen and faculty to propose useful courses and

curricula. These plans and projections consider the impact of developing technology, evolving bodies of knowledge, and changing mission of the Navy. They are prepared, reviewed, and updated during sponsor reviews of curricula.

b. Curriculum Development and Management.

- (1) The Curricular Officer/Academic Associate team, working with the faculty and staff of the Naval Postgraduate School, develops and maintains a statement of professional objectives for each curricular program under their purview. Consistent with these objectives, they establish and keep current appropriate standard curricula.

Ensuring that the curriculum meets the professional needs of the Navy rests primarily with the Curricular Officer. Ensuring that each student's curriculum meets curriculum degree requirements and that the selection and sequence of courses are in accordance with Department/Group or degree requirements rests primarily with the Academic Associate.

- (2) The Curricular Officer/Academic Associate team develops and maintains procedures for effectively monitoring programs for their continuing adherence to professional and academic requirements. These procedures may be partially standardized for all programs. The Curricular Officer holds primary responsibility for collaborating with the Naval Postgraduate School staff, sponsors, and OPNAV and for adapting general procedures to meet the particular needs of individual programs. The Academic Associate is responsible for maintaining liaison with academic Departments/Groups, sustaining the relevance of current course content, and fostering faculty participation in the development of useful new courses and programs.
- (3) In the development of new curricula or major revision of existing ones, the Curricular Officer/Academic Associate team includes each concerned academic Department or Group in the deliberations leading to formulating each proposal.
- (4) Both the Curricular Officer and Academic Associate are knowledgeable with respect to "transfer field" programs, i.e., other graduate programs appropriately related to those under their purview. They should also be familiar with Navy-related programs offered at civilian educational institutions which might be effectively utilized by sponsors.

c. Supervision and Counseling of Students.

- (1) The Curricular Officer/Academic Team reviews the records of all students assigned to their curricula and, in consultation with each student – and based on his/her academic background – develops a program of study within the framework of the established curricula. Student academic progress is monitored and program changes

or intercurricular transfers made, when deemed necessary, within the limitations of curricular quotas, Navy Policies, and academic feasibility. Both members of this team are responsible for the overall quality of a student's program. The Academic Associate holds primary responsibility for evaluating the student's academic qualifications, based on academic Department/Group standards, for pursuing a specific sequence of study. The Curricular Officer is responsible for ensuring that the program selections are in consonance with Sponsor policies and needs.

- (2) Both members of the team counsel all students in the curricula under their purview. The Academic Associate is responsible for academic counseling of the students.
- (3) The Curricular Officer, in accordance with prescribed policies and procedures, exercises supervision and direction of students assigned to his/her office. He/she performs requisite administrative duties pertaining to these students, evaluates their performance, and counsels them on pertinent military matters, as necessary.

d. Resource Management.

- (1) The Curricular Officer is responsible for managing the resources which directly support his/her office and for the preparation and submission of budget requirements.

APPOINTMENTS AND REAPPOINTMENTS OF PROVOST, DEANS, AND CHAIRMEN

Appointment and Reappointment of the Provost. If possible, the process leading to the appointment or reappointment of a Provost should begin approximately eighteen months prior to the end of the incumbent's term to allow for the lengthy search, screening, review, and approval phases that may be required.

If a new Provost is to be appointed, the Superintendent should appoint a committee to assist in the search and screening processes. The Faculty Council should be asked to provide a list of nominees to be included on this committee. The committee should establish a mechanism to provide an opportunity for the faculty to evaluate and comment on those candidates who are to be considered seriously for the appointment.

If the reappointment of the incumbent Provost is to be considered, the Superintendent should establish a mechanism to obtain a broad sampling of faculty input to the decision.

Appointment and Reappointment of Deans. The process of selecting a new Dean or of reappointing an incumbent shall begin as early as possible, preferably one year prior to the expiration of the

incumbent's term. A committee shall be constituted to facilitate input to the decision process, to communicate that input in writing and in oral discussions to the Superintendent and the Provost, and to provide such other assistance as the Superintendent and the Provost may request. This committee shall consist of at least five faculty members, of whom at most one is a Department/Group chair, appointed by the Provost in consultation with the Executive Board of the Faculty Council. Any faculty member shall be free to discuss candidates with any member of the committee.

If a new Dean is to be selected, the committee shall assist in the search for and in the evaluation of candidates. Input from the faculty shall be solicited and reported to the Superintendent and the Provost. If the reappointment of the incumbent Dean is to be considered, the committee shall solicit and report input from the faculty.

This process shall be used in connection with the appointment of anyone other than the Academic Dean, whether full-time or part-time, who has the title of Dean and who exercises responsibility and authority for such academic matters as instruction, research, and faculty personnel decisions. It need not be used in appointments of Associate Deans who have no such decision-making authority. (The Director of Programs/Dean of Students, as a military officer, is selected by the Superintendent through a separate nomination process conducted by the Navy Bureau of Personnel.)

Appointment and Reappointment of Chairmen. Wherever possible, appointment and reappointment decisions should be made on the recommendation of a consensus of the tenured and tenure-track members of the Department or Group. The process should begin, not later than one year prior to the termination of the current appointment, with a meeting between the current Chairman and the Dean of Faculty to assess the Chairman's and the Administration's desires on reappointment. The Department/Group faculty should be advised beforehand of this meeting and invited to submit comments to the Dean of Faculty. During this meeting, it would be appropriate for the Dean of Faculty to review the goals of the Department or Group with the Chairman, to assess the performance of the Chairman in achieving those goals, and to establish a dialogue on emerging directions for the Department/Group.

If the current Chairman desires reappointment, the Dean of Faculty should then gather information from all the Department/Group faculty. The Department/Group faculty will determine the most appropriate procedure to insure frank and candid input. For example, some faculty may prefer to supply their comments to fellow faculty members, while others may prefer to interact directly with the Dean of Faculty. The Dean may wish to appoint a committee to collect and summarize faculty comments. The Chairman should have ample opportunity to discuss the general findings of his/her evaluation by the faculty with the Dean of Faculty prior to a final reappointment decision by the Administration.

If a new Chairman is to be appointed, the search should begin sufficiently early to provide ample time to review candidates. At the beginning of the process, appropriate administrative officials should meet with the Department/Group faculty to discuss desired qualifications in the candidates and elements of the search and appointment process. The search process should be clearly

understood by all. The primary responsibility for the search process should reside with the tenured and tenure-track faculty of the Department/Group. They should have an opportunity to hold individual or group discussions with the candidates, to review the candidates' resumes and submit evaluations, and to discuss the candidates as a group to establish a Department/Group consensus if possible. Recommendations by a Department/Group for a Chairman appointment should include a statement about the faculty's consensus, if one exists. If a Department/Group Search Committee is appointed to facilitate the search process, its recommendations should follow those stated by the Department/Group as a whole. Recommendations by a Department/Group for a Chairman appointment which are not acceptable to the administration should be discussed with both parties present before an alternative appointment is made.

NAVAL POSTGRADUATE SCHOOL BOARDS AND COUNCILS

A description of some of the boards and councils of the Naval Postgraduate School that affect the Faculty follows (in alphabetical order):

Academic Council. The functions of the Academic Council include establishing scholastic standards (as detailed in the Academic Council Policy Manual), considering all new curricula and major revisions to existing curricula submitted for approval, considering for approval all new courses and significant changes in course descriptions, and evaluating all candidates submitted for award of degrees. No curriculum shall be given degree credit nor any degree candidate awarded a degree unless recommended by the Council.

The Academic Council is composed of the Academic Dean as Chairman, the Dean of Students/Director of Programs, the Dean of Faculty, Chairman of the Faculty Scholarship Committee, a representative from each of the academic Departments and Groups, and the Dean of Instruction (as Executive Secretary). The representative from each academic Department/Group will be a member (not the Chairman) of the Department/Group elected by the Department/Group members, subject to approval by the Chairman of the Department/Group. The Department/Group also elects an alternate representative, subject to the approval of the Chairman. Both representatives and alternates serve concurrent three-year terms. Terms are staggered so that approximately one-third of the elected membership rotate each year. An elected representative is not eligible to serve two successive terms. One member is a student representative chosen as prescribed by the Officer Student Advisory Committee.

The requirements for the various degrees offered and all written academic policies are described in the Policy Manual of the Academic Council. (A copy is available in each Department/Group office.)

Computing Advisory Board. The Computing Advisory Board advises the Dean of Computer and Information Services on appropriate School policies in this area; develops a Five Year Campus-

Wide Plan for Computing and Information Services; and proposes hardware and software acquisitions, modifications, and surveys. Members of the Computing Advisory Board are selected from among those on campus who are experienced and broadly knowledgeable in computing. The Dean of Computer and Information Services appoints the chairman of the Computer Advisory Board.

Computer Users Council. The Council provides a forum to identify and discuss issues affecting users, proposes performance standards and receives reports on performance, provides user input to the Five-Year Plan for Computing and Information Services, recommends policy, and interacts with Computer Advisory Board to provide user perspectives. The Council includes representatives of each academic Department and Group, as well as the Student Council, the Registrar, the Defense Manpower Data Center, Computer Services, and Information Services. The Council operates through an elected chairman and has an executive board consisting of two elected members, the Director of Computer Services, the Director of Information Services, and a representative of the Officer Student Advisory Committee.

Dean's Promotion Council (DPC). This body evaluates and recommends candidates for promotion and award of tenure. It consists of the Provost/Academic Dean as Chair, the Dean of Faculty, the Dean of Research, the Dean of Instruction, the Dean of Students/Director of Programs, and the Faculty Chairman (as an observer).

Departmental/Group Evaluation Committee (DEC). This faculty committee, appointed by the Department/Group Chairman, makes an objective evaluation of the credentials of a given candidate for promotion and/or tenure to the respective Department/Group faculty and Chairman. The DEC must be composed of at least three faculty, one of whom must be a representative from a Department or Group not containing the candidate, and all of whom must be of rank higher than that of a candidate for promotion, or all of whom must be tenured for a candidate for tenure. In the case of candidates with joint appointments, it may be appropriate to have a jointly constituted DEC, or, alternatively, independent DEC's may be formed to represent the separate viewpoints.

Department/Group Faculty Promotion Council (DFPC). This Council participates in the promotion and tenure cases at the Department/Group level. It consists of all members of the faculty of the respective Department or Group considering a candidate for promotion or tenure who have rank higher than that of a candidate for promotion, or who are tenured in the case of a candidate for tenure. The DFPC will have access to the full confidential dossier on the candidate as considered by the DEC, including all external appraisal letters. The DFPC meets as a body to discuss the case and makes a vote on the case. The Chairman reports the results of this vote to the Faculty Promotion Council.

Faculty Council and Committees. The Faculty Council and Committees function in an advisory capacity to the Provost, the Dean of Students/Director of Programs, the Director of Military Operations, and the academic Deans in administrative or academic matters involving policy, regulations, procedures, or other concerns deemed worthy of attention by the Faculty Council or the cognizant committee. The composition of the Faculty Council and Committees is prescribed by the

By-Laws of the Faculty, in Appendix C of this Handbook. Matters meriting attention are normally submitted to these officials by the cognizant representative.

Faculty Executive Board. This board (consisting of the Faculty Chairman, the Faculty Secretary, and four elected members from the Faculty Council) establishes the agenda for Faculty Council meetings, is cognizant of the activities of all Faculty committees, and deals with matters relating to the professional status of the Faculty as a group. The Faculty Executive Board may, on occasion, approach the Superintendent and/or the Provost directly.

Faculty Promotion Council (FPC). Before a faculty member is recommended for promotion or tenure, this council performs a review of the candidate's professional qualifications. This council consists of the members of the Dean's Promotion Council augmented by the Chairmen of the Departments and Groups, the Director of DRMI, the Faculty Chairman, and the Chairman of the Faculty Professional Practices Committee (as an observer).

Information Resources Management Executive Board (IRMEB). This board establishes NPS computing and information resources policies and goals, annually approves the NPS Strategic Plan and the Resource Requirements Plan for IRM, recommends ADP POM issues for the NPS submission, approves the NPS ADP budget, and is the approval authority for all Life Cycle Management Milestones for ADP equipment. The Board membership is the same as the Long Range Planning Board, with the Provost serving as Chairman.

Library Council. The Library Council is mandated a) to study library requirements in light of academic programs and advise the Dean of Computer and Information Services on matters of general library policy, the development of library resources, and integration of the library program into other academic activities and b) to provide a liaison between the faculty, their Departments/Groups, and the library. The Library Council consists of one representative chosen from each academic Department/Group; one student representative from the Student Council, and the Librarian, who serves as an ex-officio member. The Dean of Computer and Information Services serves as the Chair. The Associate Librarian and the library Division Heads meet with the Council and serve as consultants.

Long Range Planning Board (LRPB). This Board ensures optimum use of resources by NPS including facilities, personnel, labor activities, support, ADP programs, and recommendations for a 10-year forecast. Its purpose is to formulate the basis for Program Objectives Memorandum (POM) submission, Future Year Defense Plan (FYDP), Military Construction (MILCON), and other claimancy resourcing requirements associated with the Planning, Programming, and Budgeting System (PPBS). Working groups consisting of faculty, Department/Group Chairmen, Curricular Officers, and military operations personnel will be utilized as required to examine detailed working plans. Membership consists of the Director of Resource Management, the Dean of Students/Director of Programs, the Director of Military Operations, the Dean of Computer and Information Services, the Dean of Instruction, the Dean of Faculty, and the Dean of Research. The Superintendent's

Executive Assistant serves as the recorder. Plans are submitted to the Provost for review and to the Superintendent for approval.

Officer Student Advisory Committee. The Officer Student Advisory Committee functions in an advisory capacity through the Dean of Students/Director of Programs in matters involving curricula, facilities, procedures, and policy deemed worthy of attention by the Officer Student Advisory Committee or the Dean of Students/Director of Programs. It selects representatives to serve on the Faculty Council, the Computer User's Council, and the Academic Council. The composition of the Officer Student Advisory Committee is prescribed by the By-Laws of the Officer Student Advisory Committee of the Naval Postgraduate School.

Research Advisory Panel. The Panel reviews research policies and procedures and provides recommendations and guidance regarding the School's overall research programs. The Research Advisory Panel consists of the Dean of Research, the Associate Dean of Research, a Faculty Council Representative, and nine faculty members appointed by the Provost, normally for three-year terms. The Dean of Research chairs the Panel.

Space Allocation Committee. This committee assigns space resources (e.g., offices, laboratory rooms, etc.) to the Departments, Groups, Curriculum Offices, and other activities on the NPS campus. Its membership consists of representatives of the Dean of Students/Director of Programs, the Director of Military Operations, the Dean of Computer and Information Services, the Dean of Instruction, and the Dean of Faculty, as well as the Public Works Officer (ex officio). It reports to the Long Range Planning Board (LRPB) which approves the membership (as nominated by the respective offices) and which adjudicates space allocations that do not receive the consensus approval of those affected by the allocation.

SECTION IV - SCHOOL POLICIES

The Faculty of the Naval Postgraduate School operate under a personnel management policy established by the Secretary of the Navy. This *Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty* is contained in Appendix A. The current faculty salary schedule is found in Appendix B.

Those matters covered by the policy in Appendix A will not be duplicated in this section. Amplification of subjects will occur as necessary.

EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION

It is the policy of the Naval Postgraduate School that all persons are offered equal employment opportunity for employment, advancement, and treatment regardless of race, color, sex, religion, national origin, age, or handicapping condition. EEO is promoted through a continuing Affirmative Action Program in all situations where minorities, women, and handicapped individuals are under-represented or under-utilized. This includes a work environment free from discrimination in both policy and practice, equal opportunity for advancement to an individual's maximum potential, and fair and impartial review of complaints of discrimination. It also includes a work force free from sexual harassment by supervisors, colleagues, or subordinates.

Within the framework of the EEO program there are two major divisions. The Discrimination Complaints Division process handles the processing of discrimination complaints. Complainants, their representatives or witnesses, EEO Counselors, and EEO program officials are free from restraint, interference, coercion, discrimination, or reprisal at any stage during the presentation and processing of a discrimination complaint, or any time thereafter. The Affirmative Action Division consists of Special Emphasis programs. The programs include the Federal Women's Program, the Handicapped/Disabled Veterans Program, the Hispanic Employment program, the Black Employment program, and the Asian American/Pacific Islander/Native American Indian Program. The major goal of these programs is to identify and remove barriers in the employment, advancement, and retention of that particular emphasis area.

Faculty and chairmen are the key to an effective program. Active participation in meeting established EEO goals and objectives will ensure Equal Employment Opportunity at NPS to ultimately achieve a balanced workforce.

EEO responsibility is one of the factors considered in annual performance ratings and in consideration for awards. Criteria for advancement within management and supervisory positions shall include demonstrated performance in meeting EEO objectives. NAVPGSCOLINST 12720 (series) provides additional guidance.

The Superintendent is the Equal Employment Officer of the School. Further information about the program is available from the Equal Employment Opportunity Office.

CIVIL SERVICE STATUS OF CIVILIAN FACULTY

A brief statement of the Civil Service status of the faculty is given in Appendix A, page 1, section 2. The phrase "Excepted Employee" is sometimes used when referring to the Civil-Service status of faculty members. This phrase means that, under authorities granted by the Office of Personnel Management, appointments may be made in the interest of good Civil Service administration whenever the duties or compensation of the position are such, or qualified persons are so rare, that the position cannot be filled through open competitive examination.

The Federal Personnel Manual, Chapter 213, provides the rules and regulations establishing the Excepted Service. Appendix C to Chapter 213 specifically assigns the faculty of the Naval Postgraduate School to Schedule A of the Excepted Service. Schedule A is defined as positions other than those of a confidential or policy-determining character for which it is impracticable to examine. Civil service provisions which pertain to such matters as veteran preference, performance ratings, annual and sick leave, health benefits, retirement and insurance benefits apply to permanent civilian members of the faculty.

In summary, the civilian members of the faculty are employed as civilian employees of the Department of the Navy in the "Excepted Service"; they are subject to the Civil Service laws, regulations, and directives applicable to all Navy Civilian Personnel, unless specifically exempted therefrom.

TENURE-TRACK FACULTY

Faculty Appointments. Faculty appointments for untenured faculty are made for a specified *term*. The maximum *length of service* is the cumulative length of terms spent in a particular grade at NPS. Tenured faculty serve without term and without length of service.

Faculty appointments are normally for a ten-month academic year. The two-month intersession period can be used for a variety of activities including reimbursable research, classroom instruction when requested by the Department/Group Chairman, reimbursable short-course instruction, NPS administrative activities, or leave without pay.

Initial appointments of tenure-track faculty will be in an Academic rank and step determined by the Superintendent upon recommendation by the Provost and Dean of Faculty.

The initial appointment for Instructors, Assistant Professors, and Associate Professors is usually for a period of three years. The initial year is a probationary period for all Federal employees. At the end of the second year of the initial period, and annually thereafter until a tenure decision is made, an evaluation of the faculty member's work is performed following the Department/Group faculty procedures adopted for recommending one-year reappointments or recommending notification of intention not to reappoint. The Department/Group Chairman makes these recommendations in writing to the Dean of Faculty. In the event that a Chairman recommends notification of intent not to reappoint for a tenure-track faculty member, written notice of the intention will be given and a final one-year appointment will be made.

New faculty appointed at the rank of Professor may be considered for tenure at the time of initial appointment or at subsequent period as mutually agreed by the candidate, the Department/Group Chairman, and the Provost. If tenure at appointment is desired, the recruiting committee of the Department compiles documentation demonstrating the candidate's productivity and letters of reference. The Chairman (or his/her designee) presents the case for award of tenure to the Deans and Chairs. Following successful consideration of the case, the offer letter may indicate that the candidate will be awarded tenure after completion of the mandatory one-year government probationary period, pending certification of continued productivity at NPS during that initial period by the Department/Group Chairman.

Promotions and Award of Tenure

A. Regular Procedures

1. On rare occasions, a faculty member may be considered for tenure earlier than the sixth year of accepted prior service plus tenure-track service at NPS ("early tenure"). Such consideration for early tenure may be brought forward to the Faculty Promotion Council only with the specific prior approval of the Academic Dean. An individual may be considered for tenure by the Faculty Promotion Council only once. A negative conclusion of an early tenure case will result in notification of nonreappointment without any possibility of a repeat review process.
2. Before a faculty member is recommended for promotion in rank or award of tenure on the Naval Postgraduate School faculty, there is a review of professional qualifications by a Department Evaluation Committee (DEC), appointed by the Chairman for this purpose. (The DEC consists of at least three faculty members who are senior to the candidate's current position; one member must be from outside the candidate's Department/Group.) The DEC submits its report to the Department Faculty Promotion Council (DFPC). The specific procedure for this colleague-review is at the discretion of the individual Department/Group, within policy guidelines provided annually by the Dean of Faculty to ensure equitable treatment of all faculty.

3. The Department Faculty Promotion Council (DFPC) convenes to consider the case of each candidate within their purview and makes a recommendation on each case by secret ballot. The Chairman of the Department/Group may also vote in the secret ballot. The results of the secret ballot are advisory to the Chairman and must be included (along with any comments from the DFPC discussion) in the Chairman's recommendation on each individual case.
4. The Department/Group Chairman makes a recommendation to the Provost via the Dean of Faculty. This recommendation is supported by appropriate documentation specified by the Provost and will include the written report of the candidate's DEC.
5. Annually during the winter quarter, there is a series of meetings of the Faculty Promotion Council (FPC) to consider all recommendations. The participants in the meetings shall have received copies of the Department/Group DEC and Chairman's recommendations, as well as the documentation for all candidates. At these meetings, a representative of the individual's Committee or the Department Chairman (at the discretion of the latter) answers any questions about the candidate's qualifications. After full discussion, the participants in the meetings (with the exception of the Chairman of the Professional Practices Committee) individually make their recommendations regarding all candidates to the Academic Dean.
6. The Academic Dean considers the recommendations and then meets with the Faculty Promotion Council (FPC) for further considerations. The Superintendent is invited to be present at these meetings. Finally, the recommendations of the Academic Dean are presented to the Superintendent in the presence of the Deans Promotion Council (DPC).

There may be cases in which a faculty member is denied promotion or tenure after having been positively recommended by the faculty of the Department/Group, by the Chairman, and/or by the FPC. In that case, the Provost will meet with the appropriate faculty of that Department or Group to discuss the reasons for denial and to determine if further deliberations are appropriate. The faculty member, colleagues and/or Chairman may request the assistance of the Professional Practices Committee in appealing this adverse decision, if they feel that the decision process was flawed. The Committee shall determine whether such an appeal is justified and, if so, shall make recommendations to the Provost as to how it should be pursued.

B. Alternative Procedures

There may be cases in which faculty members have not been recommended or have been recommended negatively by their Department/Group. In such cases, the Chairman may forward the case with a positive recommendation according to the regular procedure or the individual faculty member (or colleagues, with the member's consent) may request that the Faculty Professional Practices Committee consider the member's qualifications and determine whether

to recommend promotion or tenure. If the Committee decides to recommend a candidate in such a case, it pursues the following procedures:

1. The Professional Practices Committee prepares a recommendation and supporting documentation similar to those developed by the Department Chairman in the regular procedures.
2. At the meetings where other candidates are considered, the Chairman of the Professional Practices Committee presents the candidate for consideration and discussion. Thereafter, the alternate procedures are the same as the regular procedures.

C. Evaluation Criteria

Faculty at NPS are judged in two general categories for Pay, Promotion and Tenure: 1) internal service to NPS and 2) external visibility which demonstrably enhances NPS's reputation in either the academic community or DoD (or both). Tenure-track faculty at NPS are expected to be strong contributors to high quality, relevant instruction and to be active in their profession and service to DoD. Adequate performance in these areas does not automatically qualify an individual for merit increases, promotion, or tenure. For example, doing an adequate, even exemplary, job of teaching 1000-3000 level courses and making only a minimal impact on the world outside NPS should not qualify a faculty member for advancement. Impact on the outside world can be achieved in any area of faculty performance, including instruction. The quality and quantity of performance above acceptable will determine the rate at which an individual progresses through the academic ranks. Promotion to Professor additionally requires that the person demonstrates consistent leadership in at least one area of faculty activity and has meritorious performance in both internal and external service. Further guidance on the evaluation of the scholarly products of faculty are found in the "Marto" Report and the Report of the Committee on Nontraditional Productivity. Copies of these reports are distributed to new faculty at their orientation session. Additional copies are available from your Department/Group office.

Judging an individual's qualifications for advancement should be on the basis of his/her meritorious performance. By this is meant performance in both internal and external service that are worthy of note. Listed below are some typical examples of internal and external activities that indicate such meritorious performance. The implication is *not* that a person should pick "one from column A and two from column B" and get promoted, but that the successful faculty member should be engaged in a significant amount of meritorious work.

Internal Activities

- demonstration of quality and flexibility in instructing graduate-level and applications-oriented courses

- introduction of new material in curricula and development of new courses, particularly special topics courses with DoD relevance
- development or implementation of creative teaching methods (such as computer-aided instructional materials) to improve upon student learning efficiency
- development of extensive instructional material
- leadership in developing and/or refining curricula
- development of instructional laboratories, including specifying equipment and designing experiments
- service as academic associate, associate chairman, chairman of a school-wide committee, etc.
- contributions to interdisciplinary research projects
- direction of high-quality research efforts by thesis students
- direction of DoN-relevant theses
- tutoring students who need remedial work
- teaching capstone courses in applied areas
- teaching in operations oriented curricula

External Activities

- creation of products of direct use to Navy operations, both shore and sea-based
- publication of research results in refereed archival journals and conference proceedings at a regular rate
- service in a professional society through elected offices, committee work, conference planning, editorial work, peer/proposal review, etc.
- participation in fleet exercises
- participation in a Navy, multilaboratory research project

- publication of a textbook that receives acceptance external to NPS
- offering on-campus and off-campus short courses to DoD personnel
- creation of instructional material that receives significant use outside NPS, (e.g., textbooks, course notes, teaching methodologies, etc.)
- acting as a consultant for operational commands and other DoD organizations
- service in high level position in DoD
- publication of technical reports, either unclassified or classified, from a DoD or non-DoD research program (For this work to be a significant factor in promotion and tenure actions, timely external peer review is essential.)
- contributing chapters in research monographs
- presentation of research results to operational commands and other DoN organizations
- participation in research with operational units, laboratories, systems commands, and headquarters of the Navy and Marine Corps
- service to DoD by participation in workshops, on panels, advisory boards, and liaison with laboratories.

NONTENURE-TRACK FACULTY

As a complement to the tenure-track faculty, the nontenure-track (or adjunct) faculty increases institution flexibility and provides a means for responding to a diversity of programmatic needs that may be difficult to satisfy in the short term within the administrative parameters of the regular faculty.

All nontenure-track appointments are temporary and offers of employment explicitly state this fact. Such appointments may or may not be renewable depending upon conditions set forth below.

Terms of appointment. All nontenure-track appointments are generally for one year, renewable for additional one-year periods up to the maximum allowed length of service. All appointments are contingent on the availability of funds, with a salary dependent on the work performed and the qualifications of the incumbent.

Titles for Nontenure-track Faculty. The following titles apply to nontenure-track faculty.

Lecturer. The lecturer title applies to junior faculty whose primary duty is instruction. This is a temporary position and appointments generally expire at the end of the Summer quarter. The maximum length of service for lecturers cannot exceed service during any portion of seven fiscal years. Military faculty not appointed to a professorial rank will also receive the title of Lecturer.

Senior Lecturer. A Senior Lecturer is a nontenure-track appointment. The title is reserved for faculty with superb instructional capabilities and who possess specialized knowledge relevant to NPS. It is generally reserved for individuals who have retired from service on other positions and who do not entertain the need for tenure. This is a temporary position and appointments generally expire at the end of the Summer quarter. There is no maximum length of service.

Research Assistant. Research Assistants are researchers without a PhD or significant equivalent experience. The normal maximum length of service as a research Assistant is five years, extendable to a maximum of seven years if the incumbent is enrolled in a PhD program at NPS.

Research Associate. The Research Associate title applies specifically to post-doctoral fellows. A typical appointment is for a maximum of two years with an extension of one additional year possible in exceptional cases.

Research Assistant Professor, Research Associate Professor, Research Professor. The Research Assistant Professor, Research Associate Professor, and Research Professor positions are nontenure-track appointments reserved for research faculty with a PhD or equivalent degree, or equivalent experience. Other than the fact that these are nontenure-track appointments, the ranks are equivalent to the tenure-track professorial ranks. The maximum length of service for a Research Assistant Professor is seven years (with a one-year notification of nonreappointment at the end of the sixth year); the other two ranks do not have length-of-service limitations. All Research Faculty positions are explicitly dependent on the availability of research funds.

Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor. These are short-term nontenure-track positions. The maximum length of service for Visiting Instructor is three years unless the incumbent is pursuing a PhD degree at NPS. In the latter case, this length of service for a Visiting Instructor may be extended to a maximum length of service of seven years. The Visiting Professorial ranks have a maximum length of service of seven years (with a one-year notification of nonreappointment at the end of the sixth year). Due to their short-term nature, promotions are not done for the Visiting ranks.

Promotion. Faculty in nontenure-track positions can be promoted to higher nontenure-track ranks if their contributions qualify them for such advancement. The process is described in a later section.

Reappointment. At the end of each year's appointment, renewals of nontenure-track faculty are accomplished by a request from the Chairman to the Dean of Faculty including a statement on the quality of performance, Department/Group needs, and availability of funding. In addition to annual renewal requests, performance reviews by Department/Group committees are required every three years. If the Chairman decides to recommend termination of employment based on the quality of a faculty member's performance, a six-month terminal appointment will be made. Shorter appointments, if any, may be made if the termination of employment is based on Department/Group needs or the unavailability of funding.

Recruitment. All faculty hiring at NPS is by selection of the best qualified person from a pool of available applicants generated by an open recruitment process. Research Assistants and Research Associates may be recruited through recruiting activities carried out by the principal investigator of the research project. Recruiting for all other positions requires the involvement of the Department's/Group's Recruiting committee. In addition, all recruiting requires the approval of the Department or Group Chairman and must meet EEO policies and procedures. This applies to the movement of a faculty member from one nontenure-track category to another or to the tenure track.

Salary Schedule and Equivalent Rank. NPS faculty are on Salary Schedule A for Excepted Civil Service employees. This schedule is set up around ranks with the title of Professor or Instructor. To avoid disrupting the linkage of nontenure-track faculty to this schedule, NPS will qualify the position title with the statement, "with the equivalent rank of _____ Professor," for the purpose of salary determination where needed. The rank equivalence is shown in the following table.

Title	Equivalence
Lecturer Research Assistant Visiting Instructor	Instructor
Lecturer Research Associate Research Assistant Professor Visiting Assistant Professor	Assistant Professor
Senior Lecturer Research Associate Professor Visiting Associate Professor	Associate Professor
Senior Lecturer Research Professor Visiting Professor	Professor

Nontenure-track Faculty Promotions. The procedures for promotion for nontenure-track faculty is similar to that for tenure-track faculty. The Department forms a Department Evaluation Committee (DEC) to objectively evaluate the candidate's documentation package. The evaluation is done to match the candidate's work profile. Nontenure-track instruction faculty are evaluated on their internal and external instruction contributions, as well as their service contributions to the School and, where appropriate, external agencies. Research faculty are evaluated primarily on the basis of their research contributions.

The Faculty Promotion Council for nontenure-track promotions is a smaller version than for tenure-track faculty. This smaller FPC consists of the Dean of Instruction or Research (as appropriate), the Dean of Faculty, the Chairman of the candidate's Department/Group, and the Chairman of two other Departments/Groups (appointed by the Dean of Faculty). The Chairman from the candidate's Department/Group acts as Chairman of this Promotion Council. All Chairman, Deans, and the Faculty Chairman receive copies of the candidate's promotion packages. All may forward written questions about any candidate to the Chairman of the candidate's Promotion Council and may attend meetings of the Promotion Council as nonvoting members. The Promotion Council Chairman will provide copies of the written questions and written answers to the candidate's Promotion Council. The Chairman of the Promotion Council reports the final vote to the Provost. The rest of the process duplicates that of tenure-track faculty.

MILITARY FACULTY PROMOTIONS

Military faculty holding the PhD degree (or equivalent experience) may receive professorial rank when assigned to NPS and may be promoted by the same procedures applied to civilian tenure-track faculty. Military faculty without the PhD degree (or equivalent experience) are assigned to the "Lecturer" rank, which has the equivalent rank of Assistant Professor. Since assignments to NPS are for periods of only three years, it is unlikely that an individual can make sufficient contributions to warrant promotion to Senior Lecturer in that short period. In the exceptional case where a person's contribution to the NPS instruction program is sufficient to warrant such promotion, the procedure is the same as for civilian faculty.

NOTIFICATION OF PROMOTION RESULTS TO FACULTY CANDIDATE

The Department/Group Chairman shall advise each faculty candidate of the recommendations that the Chairman proposes to make to the Dean of Faculty regarding promotion and/or tenure for that person before the Chairman submits such recommendations to the Provost. Notification of final decisions by the Superintendent will be made in writing by the Provost to all faculty members who are promoted, granted tenure, or awarded step increases in salary. Further, if tenure is not awarded, written notification of an intention of nonreappointment will be provided to the affected faculty member. If a Chairman's recommendation for promotion and/or award tenure is not approved in an

individual case, the reasons for such nonapproval will be communicated to the Chairman by the Provost and discussed by the Chairman with the faculty member concerned.

PAY-STEP INCREASES

Annually, the Dean of Faculty allocates an allotment of pay step points to each Department/Group. The Chairman assigns these points to faculty members in recognition of meritorious performance during the preceding year. The Chairman may also request additional consideration for individual faculty members from the Provost (via the Dean of Faculty). The total points accumulated by an individual are used to determine his/her merit pay step increase for the year. In the case that fractions of a step remain after full step increases are awarded, the fraction is carried forward to the following year. The Academic Dean makes final recommendations to the Superintendent.

MENTORING

A mentoring program has been established as part of the faculty development effort at NPS. Each faculty member who has not reached the highest rank of their respective tenure-track or nontenure-track ladder is to be mentored by a Faculty Mentoring committee. This committee is appointed by the Department Chairman in consultation with the faculty member. This mentoring committee is charged with performing a continuing review of all aspects of the faculty member's performance (including instruction, scholarly activity, service activities, etc.) The committee is expected to evaluate the quality of the faculty member's products and to compare the faculty member's productivity with that expected from a successful faculty member of the same rank. Annually, the Mentoring committee provides the candidate with a written evaluation (with a copy provided to the Department Chairman and the Dean of Faculty). Informal feedback should also be provided to the candidate at other times, as appropriate.

NON-CITIZEN FACULTY MEMBERS

Use of non-citizen faculty members provides opportunities for the employment of high quality professionals, often in areas of national shortage. It is prudent, however, to establish policy to control the overall levels of non-citizen faculty members. The following guidelines apply:

- A. Tenured Faculty. Non-citizens of the United States may not be granted tenure at the Naval Postgraduate School. Non-citizen faculty who reach the tenure decision point will be judged for tenure at the normal time. If the decision is positive to grant tenure, the individual will continue on a year-to-year appointment until either a) citizenship is granted, upon which occurrence tenure will be granted, or b) citizenship is denied or the individual decides not to apply for citizenship, upon which occurrence the individual will not be reappointed (with one year's notice).

- B. Tenure-Track Faculty. The individual is expected to pursue citizenship diligently and to acquire it at the earliest opportunity. Failure to do so is grounds for nonreappointment after the usual notification period.
- C. Nontenure-Track Teaching Faculty. Within each Department/Group, the number of non-citizen teaching faculty who are not on the tenure-track will be controlled so that no more than 10% of the teaching budget is allocated for their services.
- D. Nontenure-Track Research Faculty. Department/Group Chairmen will ensure that no more than 30% of their Department/Group research labor is used on employment of non-citizens.
- E. Chairs. Non-citizen percentage controls do not apply.

Visa Requirements. Non-citizen faculty are required to have a visa to cover their period(s) of employment at the School. An important consideration in applying for a visa is the time requirement. For example, an estimated three months is required to receive an H-1 visa. Briefly, the types of visas used at NPS are:

- A. H-1 visa: for aliens of distinguished merit and ability coming to the U.S. to perform work requiring that level of ability:
 - For temporary stays, issued for one year at a time.
 - Extensions may be possible for as long as 4 years.
 - Holder may apply for admission as a permanent resident while in the U.S. in H status. No intervening residency in the home country is required.
 - Visa-holder's pay is subject to Social Security tax withholdings.
- B. J-1 visa: for temporary admittance as a participant in a foreign exchange program designated by the International Communications Agency.
 - Issued for one year (with renewals possible for a total of three years) or for up to three years.
 - Two year residency in home country required after a J-1 stay in the U.S. before applying for immigration.
 - Visa-holder's pay is not subject to Social Security tax withholdings.

The Human Resources Office coordinates the administration of visas at the School. Further information and appropriate forms can be obtained from that office.

CHAIR PROFESSORSHIPS

A limited number of Chair Professorships are established at NPS for the purpose of attracting high quality academicians or practitioners with the ability to contribute significantly to the academic programs at NPS. Chairs are faculty positions and, as such, exist only in the academic Departments/Groups. Incumbents are assigned the rank of Visiting Associate Professor or Visiting Professor, as appropriate, since the appointments are of fixed duration. As with any faculty position, appointment as a Chair Professor requires approval by the Dean of Faculty, Provost, and Superintendent.

Establishment of a Chair requires a formal agreement between NPS and an external sponsor. These agreements are Memoranda of Understanding (MOU) between NPS and the sponsor outlining the purposes of the Chair, the duties of both parties and the duties of the chairholder. NAV-PGSCOLINST 3900.3 (series) describes the policies and procedures associated with Chair professorships.

There are several different funding arrangements for chairholders, but the most common for civilian faculty is the Intergovernmental Personnel Act (IPA) agreement. The Research Office handles preparation and routing of all MOU and IPA agreements for Chair Professorships.

EMERITUS FACULTY

Retired tenured faculty members can receive emeritus faculty status. The proper use will be as a suffix following the highest rank achieved as an active faculty member (e.g., Professor emeritus, Associate Professor emeritus). The conferring of emeritus status is in recognition of service to the Naval Postgraduate School and to its students.

Eligibility. All tenured faculty automatically receive emeritus status upon application after retirement.

Administrative Policies. The following administrative policies apply:

Facilities. Emeritus faculty members are eligible to use the recreation facilities (pool, gym, etc.), the library, computing facilities, the bookstore, and the facilities of the Commissioned Officers and Faculty Club.

Identification Cards. Upon retirement, emeritus faculty will receive an identification card to assure them use of the School's facilities.

Security Clearance. Emeritus faculty working as rehired annuitants actively engaged in teaching or sponsored research at NPS may be able to retain their security clearances at NPS.

Faculty Membership. Emeritus faculty are "Associate members" of the faculty with all of the privileges of regular members (primarily privileges of the floor and service on committees) but not the right to vote or to hold office.

Research Proposals. Emeritus faculty may file research proposals that support the School's mission. These proposals will follow the usual procedures including obtaining the required approval signatures.

Office Space, Secretarial Support, and Other Resources. When available, office space and resource support will be assigned to those emeritus faculty desiring it. The allocation of resources to emeritus faculty members will be done by the Chairman of the person's Department/Group. Priority will be given rehired annuitants engaged in teaching, with secondary priority to those engaged in sponsored research.

Benefits. Benefits (health insurance, life insurance, retirement annuities, etc.) for retired faculty members are governed by Civil Service regulations and policies. Retired faculty should consult the Human Resources Office for more information.

Mail. Emeritus faculty may receive official professional mail at their Department/Group.

Parking. Emeritus faculty in a teaching status are eligible for a faculty parking sticker.

PROFESSIONAL RESPONSIBILITIES

The faculty member is guided by the deep conviction of the worth and dignity of the advancement of knowledge. This mandates a personal responsibility to live up to full intellectual potential and to develop a solid base of professional activities. He/she recognizes that an academic career is a full-time job.

As a teacher, the professor has responsibilities to students to encourage their free pursuit of learning, emphasizing a role as intellectual guide and counsellor. The best scholarly standards must be maintained, bearing in mind the School's educational mission and the officers' future requirements. The professor earns the respect of students and of colleagues as regards his/her teaching activities, both in and out of the classroom.

As a scholar, the faculty member develops and maintains a reputation among professional peers outside the School through such activities as publication, consulting, active participation in learned societies, interaction with other Navy activities, etc. The scholar recognizes a responsibility to contribute actively to the body of knowledge encompassed by his/her field.

As a member of the faculty, the professor has the obligation to exercise good academic citizenship by full participation in the governance of the faculty, including the acceptance of

committee duties, etc. The faculty member also recognizes personal responsibilities to the administrative operation of the School by direct participation and by adherence to stated regulations.

Finally, as a member of the Naval Postgraduate School and of the Navy community, the professor has a special responsibility to insure that all professional activities are consistent with the mission of the Navy. The faculty member is aware of the importance of graduate education to the Naval officer and is thus committed to achieving educational objectives useful to the officer throughout his/her career.

INTEGRITY OF RESEARCH

Instances of scientific misconduct reported in the national press remind us that the maintenance of high standards in the conduct of research is the shared responsibility of all participants: the investigators, the institutions, our professional organizations, and the government. At NPS we strive to ensure that good research practices are adhered to and that our reward system appropriately recognizes research quality, integrity, and mentoring. All faculty must work with vigor to reduce the occurrence of practices that undermine the integrity of the research process and its results. Misconduct in research (such as fabrication, falsification, and plagiarism) and questionable research practices (such as inappropriate authorship or faulty data handling) are not tolerated at NPS. We insist on truthful reporting of results with enough thoroughness that others are able to reproduce and build on experiments and that significant errors are corrected when recognized. Individual researchers at NPS share a collective responsibility for ensuring integrity in NPS research. They are expected to take action when they become aware of inappropriate research conduct and to support and protect those individuals who, in good conscience, report suspected misconduct in research.

ON-CAMPUS ATTENDANCE

It is recognized that faculty can perform many of their duties either on and off campus; for this reason work hours are flexible. In order to allow interaction with our students, however, faculty members are normally expected to be available on campus to students for discussions and advising. In addition, they are expected to attend most Department/Group meetings, meetings of assigned committees, and graduation ceremonies. You must inform your Department/Group Chairmen of any significant amounts of time spent off-campus during normal working hours.

ACADEMIC WORKLOAD

The full-time academic workload encompasses many activities. These activities may include classroom instruction, laboratory instruction, preparation of course or laboratory materials, thesis supervision, performance of research, curriculum design, student advising, NPS administration,

advising Navy activities, and myriad other tasks. Each quarter, faculty are required to inform their Chairman in writing of the activities that they will be performing during that quarter in the form of a "Workload Agreement". The Chairman signs the form if the stipulated workload is appropriate and approved. The Dean of Faculty arbitrates any disputes regarding satisfactory workloads.

Quarters containing the intersession can be spent in diverse ways. The two-month intersession period can be used for a variety of activities including reimbursable research, classroom instruction (when requested by the Department/Group Chairman), reimbursable short-course instruction, NPS administrative activities, or leave without pay. The third month of the intersession quarter can be used for reimbursable research or for academic duties determined in cooperation with your Chairman. The Workload Agreement is used to delineate the expected duties (if any) during any quarters with intersession periods.

ACADEMIC COUNSELING

Academic counseling is the responsibility of the Curricular Officers, Academic Associates, and the individual members of the faculty. The counseling program is designed to encourage students to seek assistance when advice is desired or the first indications of academic difficulties develop. At the beginning of each quarter, each faculty member should post office hours, notify their classes of the schedule, and encourage students to arrange appointments in cases of schedule conflicts. Office hours should be maintained conscientiously and should be distributed over the week to accommodate the students.

EXTENDED WORK OFF-CAMPUS

Because of student interactions, committee work, and other professional responsibilities, faculty are expected to be resident at NPS while in pay status, except for sabbatical periods or periods of leave. If work is to be performed off-campus, it must be directly supportive of the faculty member's NPS responsibilities. There must be no detrimental effect on the faculty member's colleagues or students and the work must be documented in the faculty workload and evaluation process in the same manner as work performed on-campus. If reimbursable funding is involved, the sponsor must know of the plan to perform work elsewhere and must approve it.

Meeting these conditions does not guarantee that off-campus work will be approved. There must be a strong justification, such as the availability of special facilities or the opportunity to work with professional colleagues. Extended periods of off-campus work must be approved by your Chairman and the Dean of Faculty. If any research funds are involved, approval must also be obtained from the Dean of Research. This approval policy does not apply to off-campus work periods of thirty days or less that have been included in an approved research proposal; nor does it apply to occasional work performed at home. The policy is directed toward those unique situations, either planned or

unanticipated, where a faculty member wishes to perform work off-campus over an extended period while in pay status.

CIVILIAN FACULTY PERFORMANCE APPRAISAL

NAVPGSCOL Instruction 12430.2 (series) establishes the basic framework for the civilian faculty performance appraisal program in accordance with Title II, Civil Service Reform Act, Public Law 94-454. This program is intended to supplement, but not replace, the pay, promotion, and tenure procedures.

Each year faculty members receive a copy of the appraisal standards. All faculty members are appraised against these established performance standards annually. The appraisal period is from 1 May to 30 April of the following year. Faculty members may grieve performance appraisals and other matters relating to the appraisal program in accordance with NAVPGSCOLINST 12771.1 (series).

FACULTY AWARDS

Faculty are eligible for consideration for the following awards.

- A. Rear Admiral John Jay Schieffelin Award for Excellence in Teaching. The award is made annually to recognize permanent faculty members who, through wide consensus, excel as teachers. The phrase, "excellence in teaching," refers to that complex of personal and professional qualities and actions on the part of the teacher which (1) make themselves felt primarily at the interface of personal contact between student and teacher; (2) help transmute the student's encounters with the subject matter into insight, enlightenment, and love of learning; (3) elicit from the student responses in thought, feeling, and action which enhance his/her capacity for self education, and (4) manifest themselves in an effective individual style which authentically reflects the teacher's own unique personality, experience, character, and convictions.

A committee appointed by the Provost conducts a ballot polling of students and graduates to determine the recipient of the award. Normally, the polling begins in January so as to be completed by early June.

Normally, the award is presented at the June graduation ceremony. The award consists of a certificate and a monetary emolument based on moneys from the Rear Admiral John Jay Schieffelin Award fund and the civil service award system.

- B. Honorary Title of Distinguished Professor. The criteria for the honorary title of Distinguished Professor are:

- In general, a candidate should be recognized as a "Senior Statesman" among his/her colleagues.
- The recipient's career should be distinguished by a combination of the following factors:
 - Continued effective service to the Naval Postgraduate School and the faculty which have aided the growth or enhanced the stature of the Naval Postgraduate School.
 - Research or scholarly contributions while at the Naval Postgraduate School which have had significant impact on the candidate's field.

A committee appointed by the Dean of Faculty seeks nominations from the Department/Group Chairmen annually and classifies the nominees as "qualified" or "not yet qualified". Potential recipients are prioritized by the Dean's Council. The Provost recommends the recipients to the Superintendent, who makes the final selection.

In recognition of this honor, the recipient receives a silver medallion on a neck ribbon to be worn with academic regalia. The recipient is also entitled to the honorary address, "Distinguished Professor," in appropriate circumstances.

- C. Carl E. and Jessie W. Menneken Faculty Award for Excellence in Scientific Research. This award is presented annually to an NPS faculty member who has demonstrated outstanding effort and achievement in research in science or engineering. The award recognizes meritorious research having identifiable impact on Navy or other Department of Defense technology. The award is especially for the encouragement and benefit of younger or junior faculty members. Selection is made annually from nominations received by a committee appointed by the Dean of Research.

The award, consisting of a plaque and a cash award, is usually presented at the December graduation ceremony.

- D. Sigma Xi Carl E. Menneken Research Award. In 1963, the local chapter of Sigma Xi established an annual research award which is conferred by the Chapter on a member of the Naval Postgraduate School staff or student body in recognition of distinguished research contributions made by this member. In 1975, the name of the award was changed to the Carl E. Menneken Research Award in memory of Distinguished Professor Carl E. Menneken, Dean of Research Administration (1962-1972).

All members of the faculty and Staff are invited to submit nominations for this award directly to the Chapter President of Sigma Xi in response to a request for nominations, made during the March time frame.

The award, consisting of a plaque bearing the name and symbols of the Society and the name of the recipient, is presented at the Spring Initiation meeting. A commemorative plaque listing past awardees is on display in the Dudley Knox Library.

COMMENCEMENT EXERCISES

All faculty members who are not on leave or travel are expected to attend the commencement exercises in academic regalia or military uniform, as appropriate. Military faculty members who hold a Ph.D. degree are authorized to wear academic robes. The detailed instructions for commencements are published a week before each event.

ETHICS AND STANDARDS OF CONDUCT

In addition to the expected ethical standards of all faculty in academia, faculty members, as government employees, are held to high federal standards of ethics and conduct. The goal is to avoid even the appearance of impropriety.

The faculty member *must*, for his/her own legal protection, review the provisions of the Secretary of the Navy Instruction 5370.2 (series) on "Standards of Conduct and Government Ethics" and NAVPGSCOL INSTR 5370.2 (series). Some of the basic principles set forth in the "Standards of Conduct" instruction include:

- A. Government facilities, property, and manpower may not be used for other than officially approved purposes or for private gain (i.e., they cannot be used for consulting activities).
- B. A government employee may not engage in any activity, with or without compensation, which might result in a conflict of interest or the *appearance* of conflict of interest.
- C. With the exception of military reserve pay, government employees may not receive basic pay from more than one position in the government for more than an aggregate of 40 hours of work in one calendar week (Sunday through Saturday). (This is considered "dual compensation" and is forbidden by law.)
- D. Government employees may not receive any salary or supplementation of salary from a private source as compensation for their government service.
- E. A government employee may not use, directly or indirectly, "inside information" to further a private gain for his- or herself or for others.
- F. A government employee is prohibited from using his/her grade, rank, title or position in connection with any commercial enterprise or in endorsing any commercial product. This

does not preclude author identification for materials published in accordance with DoD procedures.

- G. A government employee may not engage in outside employment or other outside activity, with or without compensation, that may reasonably be expected to bring discredit on the government or the Department of the Navy.

Carelessness in the formulation of agreements or thoughtless actions by either the faculty member or his/her employer can lead to the embarrassment of the School and the possible assessment of civil penalties against or criminal prosecution of the individual faculty member.

The conflict of interest statutes have been interpreted as applying not only to the individual government employee but also to members of the individual's immediate family. Officers on active duty and retired officers who are members of the faculty, are additionally constrained by laws and regulations related to their military service. Further information on ethics and standards of conduct are available from the Human Resources Office.

CONSULTING AND OTHER OUTSIDE EMPLOYMENT

The School, recognizing that outside consultation in the field has the potential for enhancing the professional competence of a faculty member, sanctions consulting activity which does not interfere with the performance of all duties at the School. Consulting activities not in excess of an average of one day per work week (in aggregate), are considered in conformity with this rule. The faculty member, in accepting a consulting agreement does so as an addition to his/her full-time employment by the School and not as a substitute for a portion of it.

A faculty member is required to obtain approval from the Provost (or the Superintendent, for military faculty) *in advance* of any proposed engagement in extra-School employment for remuneration. This is done by completing a request for advance approval of outside employment or professional activity in accordance with NAVPGSCOLINST 5370.3 (series). The completed application is to be submitted to the Provost via the Department Chairman, the Dean of Faculty, and the Staff Judge Advocate. (Military faculty follow the same procedure.) Approval encompasses the fiscal year of the submission and the following fiscal year. Any continuing consulting must be resubmitted for approval.

You *must* review the provisions of the Secretary of the Navy instruction 5370.2 (series) on "Standards of Conduct and Government Ethics" and NAVPGSCOLINST 5370.2 (series), for your own legal protection. Some of the basic principles set forth in the "Standards of Conduct" instruction have been listed in the previous section on "Ethics and Standards of Conduct".

Faculty members who propose to do consulting which entails travel should make proposed travel requirements known to the Provost at the time that the notice is given of the consulting

agreement and should inform the Provost of subsequent changes in travel requirements. A faculty member's primary responsibility is to the Naval Postgraduate School and this relationship must not be compromised. With proper approval of the basic consulting relationship, permission need not be sought for each journey outside the immediate area. Any problem which may arise as a result of this outside-of-area consulting should be treated in the same manner as one would handle a delay in his/her return from annual leave.

The ultimate responsibility for adhering to the provisions of the DoD directives cited above rests with the individual faculty member. Sanctioning of consulting activity does not imply immunity from the conditions of these directives. There is a *continuing* obligation for the faculty member engaged in consulting to review the nature of the employment to ensure his/her continued compliance with applicable directives.

POLITICAL ACTIVITIES

In 1939, Congress approved landmark legislation known as the Hatch Act which limits the political activities of federal employees. In passing the Hatch Act, Congress determined that partisan political activity by these employees must be limited for public institutions to function fairly and effectively. Through the years, various challenges to the Hatch Act have served to reaffirm this basic premise. In 1993, however, Congress made significant changes to the activities that can be engaged in by government employees. Detailed information on the provisions of the Hatch Act and its revisions are available in the Human Resources Office or in the Legal Office. The following list contains examples of both permissible and prohibited political activities for covered employees.

- May register and vote as they choose
- May be candidates for public office in *nonpartisan* elections
- May assist in voter registration drives
- May express opinions about candidates and issues
- May make campaign speeches for candidates in partisan elections
- May contribute money to political organization or attend political fund raising functions
- May attend and be active at political rallies and meetings
- May join and be an active member of political clubs or parties
- May sign nominating petitions

- May campaign for or against referendum questions, constitutional amendments, municipal ordinances
- May campaign for or against candidates in partisan elections
- May distribute campaign literature in partisans elections
- May hold office in political clubs or parties and be delegates to party conventions
- May *not* be candidates for public office in partisan elections
- May *not* use their official authority or influence to interfere with an election
- May *not* collect political contributions from government employees unless both the donor and the solicitor are members of the same federal labor organization or employee group and the one solicited is not a subordinate employee
- May *not* knowingly solicit or discourage the political activity of any person who has business with the agency
- May *not* engage in political activity while on duty, in any government office, while wearing an official uniform, or while using a government vehicle

TRAVEL

The Naval Postgraduate School encourages faculty professional travel which has clear potential value to the School and has been duly approved by the Department Chairman. Reasons may include (not in priority order):

- improvement of curricula and courses
- conducting research
- recruiting
- familiarization visits to Navy installations and discussion of Navy problems
- advancement of professional proficiency and reputation of the faculty.

The last purpose is served, for example, by presentation of a scholarly paper at a professional society meeting or conference and by participation in the affairs of a professional society via officership or membership on an official committee of the Society.

NAVPGSCOLINST 4650.4 (series) provides the policy and procedures on official travel. It should be consulted for more explicit details associated with travel.

It is the Department of the Navy and NPS policy that official travel shall be limited to that necessary to carry out the mission of this command effectively and efficiently. Travel meeting these criteria must be performed by the most economical means available by the minimum number of personnel for the minimum time consistent with the requirement of the mission.

Travel funds are public monies and are limited. Their judicious utilization and conservation is a responsibility of each faculty member and each Department Chairman. To maximize the total professional benefits from the funds available for travel, the following precepts govern faculty travel:

- commercial air travel by tourist class wherever feasible (see JTR, Vol. 2, Chapters 4 and 6)
- utilization of military aircraft where practicable (see NAVPGSCOLINST 4630.2 series)
- limitation of a trip to the sensible minimum time required to accomplish the purposes of the trip
- consolidation of trips, where feasible
- use of BOQ facilities whenever available and practicably located
- where there exists a choice of meetings at which to present a paper or to serve some other appropriate purpose, favoring the geographically closer meeting (if no appreciable loss of benefit to the Naval Postgraduate School is incurred).
- annual leave when taken in connection with official travel should not exceed the number of work days associated with the official travel.

Foreign Travel: Foreign travel is considered to be any travel outside the United States and its territories. Such travel requires that the faculty member receive a "country clearance" before departing (since they are conducting US government business). The time to process this request depends on the particular country being visited. Requests for clearances must be submitted at least 30 days and as much as 60 days prior to the traveler's departure date, depending on the foreign country to be visited. NAVPGSCOLINST 4650.4 (series) provides the policy on official travel. Consult your Department's/Group's travel clerk for help.

SABBATICAL LEAVE

The basic policy regarding sabbatical leave is found in Section 15 of Appendix A. The following policies and procedures are in amplification and implementation of the basic policy.

The purpose of sabbatical leave is for a faculty member to have a period of professional rejuvenation. Experience shows that the sabbatical is most effective if the person is physically away from the home institution and the local area, and NPS encourages this type of sabbatical.

Only tenured faculty are eligible for sabbatical leave. There is no fixed period before a faculty member is eligible for sabbatical leave or that must occur between such leaves. In general, the minimum time interval may be expected to approximate the traditional six years; but it may be shorter. The anticipated professional benefit from the sabbatical leave is more important than timing.

To integrate sabbatical leaves into the fiscal year planning cycle at both the Departmental and School levels, applications for the next fiscal year will be considered once a year, with applications due 1 April. Applicants will be informed of approval or disapproval by 15 May. Any faculty member wishing to be considered for sabbatical leave should make written application on a form available from the office of the Provost.

Your application should describe fully the professional benefit to be derived from the sabbatical leave, activities planned during any leave periods, any anticipated financial arrangements and an itinerary. The cognizant Department Chairman appends comments and recommendations to the application.

Applications are evaluated by a Sabbatical Leave Advisory Committee composed of faculty members appointed by the Dean of Faculty. This Committee prepares a written appraisal of the professional benefit that may be expected from the proposed sabbatical leave and ranks the proposals. These are forwarded to the Provost (via the Dean of Faculty) along with a priority ranking of all applications which are favorably recommended by the Committee.

The primary criterion for granting sabbatical leave is the demonstrated potential for the enhancement of the value of the faculty member to the educational program of the Naval Postgraduate School through advancement of his/her capabilities as a scholar. Representative plans for a sabbatical leave might include such things as preparation to teach in a new academic area, scholarly research and investigation, the writing of scholarly materials, formal study of new developments in one's area of specialization, familiarization with DoD activities, or study and research in the company of scholars at other institutions. In all cases, the period is to be a means of broadening one's intellectual horizons rather than a continuation of current activities.

Sabbaticals must be scheduled to minimize the disruption to the faculty schedule. Sabbatical periods should match, as closely as possible, the quarterly academic calendar at NPS. This is so that

the faculty member will be available for a full quarter of work at NPS before beginning a sabbatical and after ending a sabbatical.

Sabbaticals include five months at full pay (i.e., one-half of an academic year); the school does not provide any other funding for sabbaticals. A faculty member on sabbatical leave is expected to devote time and efforts primarily to the planned purpose of that leave. No additional compensation from any source may be received during the paid portion of the sabbatical leave. (This would constitute a salary or supplementation of salary as compensation for the performance of the member's government service (18 U.S. Code 209).) Faculty members are encouraged to take full-year sabbaticals; shorter sabbaticals should be in integer multiples of one quarter. Funding for any remaining time beyond the five-months supplied by NPS is the individual's responsibility. Combinations of annual leave, research support, or other reimbursable support can be used to extend the sabbatical period (e.g., annual leave could extend a five-month sabbatical to six months). NPS teaching support cannot be used to extend a sabbatical. Any use of research funds requires the consent of the sponsor. The Dean of Research approves any requests to use Direct-Funded Research (DFR) funds; the project sponsor approves the use of reimbursable-research funds either when expressly stated in the approved proposal or in a separate communication to the Dean of Research. Funding arrangements with non-NPS entities requires notification to your Department/Group Chairman via the forms used for Outside Employment and Consulting.

It is NPS policy that faculty are personally responsible for travel undertaken while receiving sabbatical pay, including travel to and from the sabbatical location. If, while at a sabbatical location, a faculty member must undertake travel related to a sponsored research project, then the travel may be taken using research funds, but the travel *must* occur during a period when the faculty member's salary is being paid by the *same* research project. Scheduling of such periods is accomplished by a cooperative effort of the faculty member, the faculty member's Department/Group Chairman, and the Research Office. Such periods of off-campus research will not be counted as part of the five-month, full-pay sabbatical periods.

Faculty members completing a sabbatical leave submit a written report describing sabbatical activities to the Dean of Faculty. After acceptance of the report, faculty members completing a sabbatical leave receive one merit pay step in the following annual merit pay considerations. Otherwise, Faculty members on sabbatical are considered for pay increments, promotions, and tenure in the usual way.

During the academic quarter after return from sabbatical leave, a faculty member should report to colleagues on scholarly activities during that period. In this way, the diverse benefits of many sabbaticals may help enrich the scholarship of the entire faculty.

A faculty member who accepts sabbatical leave assumes a moral obligation to continue their service at the Naval Postgraduate School for a two-year period following return from such leave.

LONG-TERM TRAINING AND EDUCATION PROGRAM

Section 16 of Appendix A provides the basic policy of this program. It is the policy of the Navy Department to provide long-term training essential to the accomplishment of its mission. "Long-term" training refers to training consisting of 120 consecutive training days or more, in either Government or non-Government training facilities and in management or within specialization subject matter categories. This training and education must have high potential value to the Navy Department and must be related to specific functions and responsibilities, either current or those of the future. The training must relate to the employee's performance in the present assignment or in planned future assignments. The employee must have demonstrated aptitude for the training and have reached a point in career development where the training opportunity is appropriate.

This program comes under the purview of the office of Personnel Management and specifics may be found in the Civilian Personnel Instruction (CPI410) series. A long lead time between application and implementation is required since the requests for training must be centrally approved. Training for the sole purpose of obtaining a degree or for personal benefit is not authorized under this program. Faculty members interested in exploring the full aspects of this program should contact their Department Chairman.

THE RESEARCH PROGRAM

General. The basic goals of the Naval Postgraduate School's research are:

- A. To create opportunities for individual faculty members to engage in original research directed toward advancing the frontiers of knowledge and, thereby, to maintain the currency of knowledge which is essential to the conduct of graduate education and the guidance of graduate thesis work;
- B. To enrich the instructional program by encouraging faculty members and associated students, through personal involvement, to become acquainted with the scientific and technological problems facing the Navy and with the key personnel responsible for the programs attacking these problems; and
- C. To perform research on defense-related problems that support the mission of the Department of the Navy and the Department of Defense. Working on these problems provides mutual benefit to the faculty member, to the students, to NPS, and to DoN and DoD.

A strong faculty research program is a necessary and integral part of graduate education. As an institution whose prime mission is advanced education, it is essential that NPS should have a research program "to sustain academic excellence" by having faculty personally involved in the advancement of knowledge. (For the approved policy, see Section 11 of Appendix A.)

- The individual faculty member, in initiating and prosecuting a research project, accepts not only a personal responsibility to the sponsor and the Naval Postgraduate School to conduct the agreed-upon research as effectively as possible, but also to strive for a project that is true research in the context of the stated goals and is not solely routine data-taking or testing. The probability that results will either be published in the professional journals or contribute to a significant improvement in DoN/DoD capabilities should be reasonably high.

To achieve appropriate momentum and progress in a research project, faculty members may be released from teaching during any academic year up to one-half time, during which their salaries are paid out of research funds. (Thesis supervision is construed as teaching in this connection). Professionals of academic stature may be employed as nontenure-track faculty to assist the principal investigator.

Sponsored Research Program. To solicit external support for a sponsored project, a faculty investigator submits an official proposal to a potential sponsor over the signature of the Dean of Research (acting "by direction" for the Superintendent).

The Department/Group Chairman first reviews the proposal and determines if the content of the program is compatible with the goals of the Department/Group, if the scheduled faculty release time is acceptable, and if the necessary Department/Group services and facilities are available to the program. The Department/Group Chairman then endorses the proposal, if it is acceptable, and forwards it to Research Program Supervisor who reviews the proposal. The proposal is then sent to the Dean of Research for final approval and mailing to the sponsor.

If the proposal is accepted by the sponsor, all project funds are accepted by the Comptroller in the name of the Superintendent. Final approval for any obligation against the funds of a sponsored research project is dependent upon the nature of the obligation, but, consistent with the individual responsibility assumed by the faculty member in proposing and accepting the project, no one other than that faculty member, as principal investigator, may initiate any obligations against the project funds. The Comptroller, the Research Office, and the Deans provide assistance to the faculty investigator in the management of project funds within the framework of Naval Postgraduate School policies.

Faculty members may be retained during their intersessional period to work on approved sponsored research projects, if their salaries are paid out of project funds. Other supporting personnel may be employed as necessary to assist faculty with sponsored projects and the thesis students associated with the project. Arrangements must be made through the Department Chairman and the Dean of Faculty.

Direct-Funded Research (DFR). Research funds for meritorious work are available from NPS. These funds are used to help new faculty initiate research projects (described in the next section), to help established faculty researchers transition into a new area of investigation, and to support other meritorious research. The Dean of Research annually issues guidelines describing the investment

strategy that will be followed in allocating each year's DFR funds. The minimum expected output from a DFR project is a technical report describing the results of the research.

Just as for the externally sponsored projects, research proposals for DFR funding are prepared for submission to Navy research evaluators. While funding is not sought from these Navy evaluators, the faculty continue to interact with the Navy research and development community seeking technical approval of projects and an evaluation by the sponsor of the relevance of the proposed work to Navy programs. The NPS portion of the review process is the same as that described below for the sponsored research program. More information is available in NAVPGSCOL Instruction 3900.4 (series) or from the Research Office.

The Research Initiation Program. The Research Initiation Program (RIP program) is that part of the Direct-Funded Research (DFR) program used to provide support for faculty who are initiating research programs. This support is to enable them to conduct their research to a stage which would establish the merits of the program and demonstrate its potential in a manner which could attract the support of a potential sponsor. The minimum expected output from a RIP project is a technical report describing the results of the research.

CONFERENCES

The school hosts classified and unclassified conferences on a wide variety of topics related to the school's mission. All conferences must have prior approval of the Dean of Research, acting on behalf of the Superintendent. Conferences are scheduled and coordinated through the Conference Coordinator of the Research Office. Conference sponsors are required to permit NPS students and faculty to attend conference sessions, free of charge, on a space-available basis. Advance programs are often available from the Conference Coordinator. All faculty are encouraged to take advantage of the conference program and to make appropriate opportunities known to their students. Faculty wishing to hold a conference or workshop at NPS can obtain guidelines from the Conference Coordinator in the Research Office.

SUPPORT SERVICES CONTRACT

NPS has negotiated a Support Services Contract to provide a simple means for faculty to obtain needed assistance with research and instructional projects in a timely manner. Work can be done either on the NPS campus or at the contractor's facility. Delivery orders are processed by the Research Office using Work Statements and Cost Estimates prepared by the faculty member. Faculty members should contact the Research Office for more information on how to utilize this contract.

COOPERATIVE RESEARCH AND DEVELOPMENT AGREEMENTS

A Cooperative Research and Development Agreement (CRADA) may be appropriate for those faculty wishing to become involved in research activities with non-government partners. If private-sector funding is to be provided to NPS, such an agreement is mandatory. The agreements delineate the responsibilities of the partners and address the intellectual property issues relating to patents, copyrights, and licenses. These agreements are drafted by the Research Office, in consultation with the faculty member, and submitted to the Office of Naval Research for review and approval. Further information is available from the Research Office.

COOPERATIVE RESEARCH TOURS AT NAVAL LABORATORIES

Cooperative tours at Navy research facilities during the intersession period provide many civilian faculty members the opportunity to do research at Navy/Government laboratories and to keep abreast of current Navy research problems in their fields of interest. Arrangements for a cooperative tour may be initiated by the individual faculty member through his/her Department Chairman and the Dean of Faculty.

ORIENTATION AND INDOCTRINATION

All new faculty members participate in a faculty orientation program. This program consists of familiarization briefings on various activities at the School, the structure and operation of DoD and the Navy, and potentially useful information for the faculty member. These orientation programs are held every six months. In addition, new faculty members participate in an Instructional Workshop that offers information on the goals of instruction at NPS, student profiles, and general tips about improvement of instruction. Tenure-track faculty are encouraged to apply to the Dean of Faculty for faculty development grants that allow them to visit Navy commands or activities in order to familiarize themselves with the Navy and its goals.

The Naval Postgraduate School arranges for indoctrination visits aboard Navy ships for faculty members. All civilian and military faculty are encouraged to participate in this program, especially those who have never been aboard a Navy ship. The purpose of these visits is to introduce faculty members to technical, tactical, and managerial problems associated with operating forces. This is expected to result in more relevant application in the academic environment at the Naval Postgraduate School.

COPYRIGHTS

The literary property rights of government officers and employees are not affected by their government employment, providing their literary product has not been produced as part of their

official duties. (For clarification, see Digest of Opinions, Judge Advocate General of the Armed Forces, Volume 9, page 163, 1959-1960). All publications not required of a faculty member specifically as a part of his/her teaching or research assignment will be recognized as having been prepared on his/her own time and not as part of official duties. The referenced JAG opinion is directed solely to the question of copyright entitlement. It does not alter the policy of the Naval Postgraduate School that diversion of School secretarial or equipment time in preparation of manuscripts to be commercially marketed is *not* authorized.

In connection with any publication involving a copyright and falling within the scope of this policy, the concerned faculty member, for his/her own legal protection and that of the Naval Postgraduate School, will complete the affidavit form available in the office of the Provost. This affidavit may be notarized at the Legal Office of the School.

SECURITY

Security of information (including computer security) and its physical control are the direct and personal responsibility of every person in the Department of Defense. The Naval Postgraduate School Information Security Manual (NAVPGSCOLINST 5510.2 series) and the Computer Security Manual (NAVPGSCOLINST 5239.1 series) describe the responsibilities and procedures for the School's Information Security Program and are available in each Department Office. They are considered part of the required reading for all faculty members.

Publishing Unclassified Material. The School and the Navy recognize the need for academic freedom to publish and encourages faculty members to disseminate the results of their work, subject to compliance with applicable directives. It is the policy of NPS that individual faculty members be responsible for certifying that all unclassified material prepared for dissemination is in compliance with applicable directives. SECNAVINST 5720.44A requires that material relating to a number of subjects be submitted through the Office of the Chief of Naval Operations to the Assistant Secretary of Defense (Public Affairs) for security review and approval for release. Prior to disseminating unclassified material, faculty are responsible for obtaining information on currently applicable directives and certifying compliance therewith. Instructions on current procedures are available from the Research Office.

Clearances. Faculty are eligible for security clearance when actively engaged in:

- Teaching a classified course
- Conducting classified research
- Advising classified theses

- Performing mission-essential duties that require access to classified material

Non-U.S. citizens are not eligible for a security clearance. Questions regarding security clearance procedures should be referred to the NPS Security Manager (Code 043).

Classified Matter. The regulations governing access to and custody of classified information, papers and materials are prescribed in OPNAVINST 5510.1 (series). Those provisions having the most common applications to the faculty, together with local instructions, are set forth in the Naval Postgraduate School Information Security Manual.

Visitors. Visits to NPS by professional colleagues to speak and lecture are encouraged. However, there are certain restrictions that apply.

- A. Visits to NPS, by citizens of hostile countries for any reason require prior approval from higher authority. Informal invitation is not authorized. Consult with your Department Chairman *and* the Security Manager before issuing any such invitation.
- B. Visits to NPS by other foreign nationals is authorized after notifying the Security Manager.
- C. Discussions with visitors must be conducted at an unclassified level and may contain only information that is in the public domain.

Reporting International Contacts. Faculty at NPS are required to report all contacts that meet the following specifications to Security Manager or the Naval Criminal Investigative Service by memo or phone:

- A. Any unofficial contact with a member of any foreign diplomatic establishment.
- B. Any recurring contact with any non-U.S. citizen in which financial ties are established.
- C. Any contacts that try to obtain access to classified material or involving subversive activities or terrorism.

Faculty with access to classified material are required to report all foreign travel. Faculty with access to sensitive information are covered by separate reporting requirements. The Special Security Officer provides guidance for these individuals.

STANDARDS OF ATTIRE

Standards of attire are prescribed in the Naval Postgraduate School Organization Manual (NAVPGSCOLINST 5400.2 series). These standards are summarized in the following paragraphs.

Neat clothing, consistent with current fashions and of a style which would be appropriate in the Navy Department and comparable professional offices, is required in Herrmann Hall and the academic buildings, except for employees engaged in maintenance or janitorial work. Military Officers, faculty, and male office employees are expected to wear coat and tie (or coat and turtleneck shirt) during the working day. Appropriate standards of civilian dress are expected of females. Laboratory coats may be worn in laboratories or classrooms.

Appropriate athletic dress may be worn while engaged in athletics and while proceeding to and from athletic activities (except swim suit or similar abbreviated attire). A shirt is required while jogging, on the tennis courts, and while proceeding to and from athletic activities. Swim suits are permitted only within the swimming pool enclosure. Casual attire (e.g., warm-up suits, etc.) may be worn while proceeding to and from the athletic facilities.

TRAFFIC REGULATIONS

Parking and traffic regulation are given in Naval Postgraduate School Instruction 5560.2 (series). They are summarized below.

- Persons operating motor vehicles on NPS property must register their vehicles with the Security Policy and have a current vehicle Station Pass affixed. To receive the Station Pass, all vehicles must carry a minimum of \$15,000/\$30,000 public liability insurance and \$5,000 property damage insurance.
- The maximum speed on NPS property is 20 mph unless otherwise posted. Speed limits are radar enforced. Violators are cited to the Federal Magistrate.
- The operation of vehicles on NPS property is in conformance with the regulations of the California Motor Vehicle Code. Special restrictions regarding operation of motorcycles and scooters are contained in NPS Instruction 1020.1 (series). All bicycle riders are required to wear safety helmets.
- Parking assignments and regulations are explained to all personnel when they register their vehicles with the Security Police. Carpooling is strongly encouraged. In addition to conserving energy, it allows NPS to provide preferential parking spots to members of carpools.
- All vehicular and pedestrian traffic, whether military or civilian, comes to a complete stop for the duration of Morning Colors (0800) and Evening Colors (Sunset).

JURY DUTY

California law does not exempt teachers from jury duty and most Naval Postgraduate School faculty can expect to be called to serve. When that happens, the faculty member should notify his/her Department/Group Chairman. Further, he/she should, as quickly as possible, communicate with the jury commissioner to request special consideration, if required. While experiences vary from court to court and from time to time, most faculty members who have been called feel that the local court officials have been helpful in adjusting periods of service to coincide with intersession periods, to fall on particular days of the week on which the professor was free, and to avoid previously planned travel.

Individuals called for jury duty are placed in a "court leave" status. This leave does not count against annual leave because the individual has been administratively authorized to perform the duty. Because the government loses the individual's services for the day in question, it requires that any payment for jury service (except mileage payments) be returned to the Treasurer of the United States. Consult your Department Administrative Support Assistant regarding this payment. Individuals called for court duty while on annual leave should inform the Director of Academic Planning's Office so that they can be placed in court leave status. The change of status will not occur unless notice is given. (Faculty members on unpaid leave will *not* be recalled to duty and placed on court leave.) For complete information, see NAVPGSCOLINST 7410.3 (series).

APPENDIX

The following information is provided for the purpose of illustrating the format and content of the data to be submitted. It is not intended to be a substitute for the instructions provided in the instructions to the data collector. The information is provided for the purpose of illustrating the format and content of the data to be submitted. It is not intended to be a substitute for the instructions provided in the instructions to the data collector.

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SECTION V - SCHOOL PROCEDURES

CLASS SCHEDULES

The Naval Postgraduate School operates under a quarter system, with each term of instruction lasting 12 weeks. The last week of each quarter is set aside for examinations. In addition, there are two 2-week recesses during the academic year, one over Christmas and one during June-July.

Classes are scheduled from 0810-0900 through 1610-1700. The Class Scheduler, under the Dean of Instruction, is responsible for developing the schedule for each quarter from the student programs, within the limitations imposed by facilities. The responsibilities of the Class Scheduler, the Department Chairmen, and the Curricular Officers in the scheduling process are set forth in NAVPGSCOL Instruction 5010.3 (series).

Because of the complexity of composing workable schedules, requests for special scheduling consideration in the development of class schedules are entertained only in circumstances justifiable on the basis of direct benefits to the Naval Postgraduate School. Such requests are to be submitted to the Office of the Dean of Instruction by the Department Chairman concerned. The requests should state the basis for the requested exceptions.

Once the class schedule for a quarter is published, changes in the published schedule will be considered only for specific and pertinent reasons which include: resolution of hour or room conflict, provision of a more adequate classroom or laboratory, correction of radical imbalances in class sizes, or change of instructor assignment to scheduled courses to provide better instruction or to consolidate faculty schedules. Other alterations in published schedules for faculty and/or student convenience are discouraged.

All requested changes in the published schedule are to be communicated directly in writing to the Class Scheduler by the Department Chairman concerned. When time is of the essence, the change requests may be made by the Chairman by phone with subsequent confirmation in writing. Requests justified on basis other than those specifically mentioned above will be referred by the Scheduler to the Dean of Instruction for approval.

GRADING SYSTEM

Students' performances are evaluated on the basis of a quality point number assigned to each letter grade achieved in a course. Faculty are required to submit grades no later than ten o'clock on the Monday immediately following graduation week.

The Academic Council has established the following grading system of the Naval Postgraduate School:

Performance	Grade	Quality point value
Excellent	A	4.0
	A-	3.7
	B+	3.3
	B	3.0
	B-	2.7
	C+	2.3
	C	2.0
	C-	1.7
	D+	1.3
	D	1.0
Failing	X	0.0
Incomplete	I	-
Withdrew, passing	W	-
Nongraded	N	-
Passed	P	-
Failed	F	-

Courses may be designated for Pass/Fail grading when requested by the academic Department/Group and approved by the Academic Council. This designation has been applied to seminar courses, etc. Additionally, a student may elect to take a course in the *P/F* mode if approval is granted by both his/her Curricular Officer and the appropriate Department Chairman. The *P/F* option is allowed only for courses which are not required to satisfy degree or curriculum requirements. However, hours earned by the grade "P" are counted toward fulfilling course hours specified by the degree requirements.

A grade of Incomplete (I), if not removed within *twelve weeks* following the end of quarter for which it was received, will be replaced by the grade "X". Exceptions must be individually approved by the Academic Council.

When the quarter hour value of a course is multiplied by the quality point number of the student's grade, a quality point value for the student's works in that course is obtained. The sum of the quality points for all courses divided by the quarter hour value of all courses gives a weighted numerical evaluation of the student's performance, termed the Quality Point Rating (QPR).

A student may repeat a course for the purpose of improving the student's grade when the grade received originally was either "D" or "X", provided such course repetition is taken at the Naval Postgraduate School. Approval must be granted by both the Curricular Officer and the Department Chairman of the student's curriculum. For record purposes, both the original and the repeated course

are shown on the transcript. For QPR computation the credit hours of the course are counted once, and the quality points earned are the average of the two.

INDEPENDENCE OF STUDENT WORK

All work submitted by a student for a grade in any course shall be the work of that student alone, unless prior explicit permission has been given by the instructor to do otherwise. It is the instructor's responsibility to establish and clarify the ground rules that apply to all graded exercises, including homework, projects, lab reports, papers and examinations. If any doubt exists concerning the degree of independence of student work that is expected, it should be assumed that the work is to be independent and it is the responsibility of the student to resolve the question prior to undertaking the work. The primary objective of this shared responsibility between instructor and student is to prevent misunderstandings.

If an instructor suspects that a violation has occurred, the instructor may wish to discuss this with the student(s) involved, require reexamination, or take other appropriate measures designed to prevent any future violations. If the instructor feels there is substantive evidence that a violation has occurred, the instructor is advised to discuss the circumstances and evidence with the Department/Group Chairman. In cases where the evidence seems conclusive to the instructor and Chairman, the matter will be brought to the attention of the cognizant Curricular Officer. The grade assigned in the course is the prerogative of the instructor, however, the instructor should not apply grade penalties except for confirmed violations.

REPORTING OF REGISTRATION AND GRADES

The procedure for faculty reporting of registration, changes in registration, grades, and changes in grades, are described in Naval Postgraduate School Instruction 5211.2 (series).

Although no school guidelines have been stated for grading practices, some criteria for valid grade changes have been set forth in NAVPGSCOLINST 5211.2 (series) to provide consistent practices by all instructors and fair and equal treatment for all students. The procedures for, and time devoted to, preparation and submission of course marks should allow opportunity for impartial judgment of the marks assigned. The judgment completed before the submission of the grades should be done with sufficient care so as to be defensible and not subject to later appeal on grounds of misjudgment. Consequently, reasons for changes in grades should be submitted only for reasons from the following categories:

- a. Arithmetic errors in calculating grades. The discovery of a computation error in determining grades should lead to recomputation of *all* grades in the class to double-check the grade calculations and grade assignments.

- b. Clerical errors. Typically this may be an error in transcribing grades from one list to another.
- c. Make-up of Incomplete. The grade of Incomplete "I" may be assigned if a significant, identifiable part of the course has not been completed. The make-up work should be judged with the same standards as used for the regular quarter's work. This request *must* be submitted to the Registrar's Office within twelve weeks following the end of the quarter for which the grades were given.

FINAL EXAMINATIONS

Final examinations may be given *only* during the twelfth week of each quarter. Final examinations are not to be given at any other time, as this disrupts learning in other courses that the officer-student is taking. Examination Schedules are prepared and distributed by the Class Scheduler. To facilitate common examinations for students in different segments of the same course, the Examination Schedule provides a common examination period, or contiguous examination periods, for all segments of the same course. If a final exam will not be given in a course, the Department/Group Chairman must inform the Scheduler, in writing, prior to the scheduling period for that course.

DISTANCE-LEARNING PROGRAM

NPS conducts a Distance-Learning Program whereby Navy officers and civilian employees can enroll in courses for credit that are offered via a two-way television link between the NPS classroom and the students' facilities. A limited number of course offerings are currently given under this program. Further information about this program is available from the Office of the Dean of Instruction.

SHORT-COURSE PROGRAM

In addition to curricular programs, the Naval Postgraduate School conducts a short-course program for offering graduate-level material to Navy officers and DoD employees.

All short courses are supported with funds from a single sponsor or from tuition fees. A proposal must be submitted for each short course delivered. Instructions for preparing proposals for development and delivery of short courses are available from the Short-Course Coordinator in the Research Office.

QUESTIONNAIRES AND SURVEYS

Any surveys or testing of groups, other than that associated directly with concurrent courses in the educational program of the students, must be approved jointly by the Dean of Instruction and the Dean of Students/Director of Programs.

Request for approval of such group-testing should be accompanied by:

- a. sample copies of the tests or questionnaires;
- b. statement of the purpose of the testing;
- c. description of the proposed uses of the testing data provided;
- d. a statement of the proposed schedule of the tests, identification of the student and/or faculty group affected, and responsibility for administration of the test; and
- e. proposed custodianship of the testing data, together with description of measures to protect privileged or sensitive information.

All other group-testing, either newly proposed or proposed for continuation, must be submitted for approval in accordance with the above procedure.

STUDENT COMMENT ON INSTRUCTION

Student comment on the effectiveness of each faculty member's instruction is obtained in part by means of the Student Opinion Form (SOF), which is uniformly administered at the end of each regular course.

Distribution and collection of the questionnaires in a faculty member's course should be accomplished toward the end of the quarter and in a manner designed to ensure a response from each of the students and to preserve the anonymity of each student.

Responsibility for the content of the questionnaires rests with the Faculty Scholarship Committee. Administrative control is exercised through the Dean of Instruction's Office. Processing instructions are included on the cover sheet which forwards the questionnaires to the Professors during the tenth week for each course being taught. Essentially, the professor is expected to distribute them in the eleventh week of the quarter. The senior officer (or section leader), as identified to the class by the professor, is expected to collect the completed forms and return them by the last class session to the Department Administrative Support Assistant for further processing. The Department Administrative Support Assistant will treat the returned forms as privileged information.

For each class, only numerical data summaries are forwarded to the Department/Group Chairman, who uses them to evaluate the instructional competence of the Department/Group faculty. A copy of the numerical summary and the original forms are returned to the instructor. The Department/Group Chairman utilizes the summary information to assist in discharging the Chairman's responsibilities for improvement of instruction. The Chairman will consider the completed questionnaires, or any part thereof, as privileged information. In addition, the Dean of Instruction can provide to the Group Chairs numerical summaries of SOF data of faculty members who are members of academic departments when those faculty have taught courses taken by students in curricula that are the responsibility of the Group. The Department/Group Chairman adds numerical summaries of SOF data for each course taught by a faculty member to that faculty member's documentation when he/she is a candidate for promotion and/or tenure. These summaries are made available to the members of the candidate's Department Evaluation Committee (DEC), the Department Faculty Promotion Council (DFPC), the Faculty Promotion Council (FPC), the Deans Promotion Council (DPC), and the Superintendent. Release of SOF data to other parties will not be made without the consent of the faculty member concerned.

Student comment-on-instruction questionnaires – properly structured, properly solicited, and properly used – possess a potential for substantial contribution toward the general improvement of instruction at the Naval Postgraduate School.

SMOKING AND BEVERAGES IN CLASSROOMS AND LABORATORIES

Navy Regulations which strictly limit smoking in enclosed areas are applicable to all military and civilian personnel at the school.

Smoking is not permitted at any time in any of the School buildings or laboratories.

Smoking is not permitted, of course, in any area where flammable materials are being used, or in the vicinity of stored flammable materials.

Beverages in classrooms and laboratories are prohibited by School Regulations. Most classrooms are carpeted and have upholstered furniture. The limited janitorial services are unable to cope with overturned coffee cups, sticky soft drinks, etc.

SECTION VI BENEFIT PROGRAMS

The specific provisions of the following Federal employee benefit programs will be found in the several volumes of the Federal Personnel Manual prepared by the Office of Personnel Management. The following summaries are for general information only. Faculty members should consult with the Human Resources Office if they need updated and specific information. In addition, the Faculty Retirement, Insurance, and Special Functions Committee continually reviews programs which affect or can be of interest to the faculty.

RETIREMENT PROGRAM

Faculty members employed under appointments of more than one year beginning prior to 1 January 1984 participate in the Civil Service Retirement Systems (CSRS). Faculty members first hired to appointments of more than one year on or after 1 January 1984 are covered under the newer retirement system, the Federal Employees' Retirement System (FERS). Faculty members currently covered by CSRS had the option to transfer to FERS. Periodically an "open season" is held where employees can join the Thrift Savings Plan. Both systems provide retirement and disability benefits for the member and survivor benefits for the member's family. Active duty military time is creditable toward eligibility for retirement under certain circumstances. Specific details on an individual's retirement can be obtained from the Human Resources Office.

Under both the CSRS and FERS retirement systems, the annuity is reduced if (a) the member's civilian service includes service for which no retirement deductions were deposited, (b) the member withdrew his/her contributions to the retirement fund after terminating a past period of federal service and has not made a redeposit, or (c) the member elects a survivor annuity. A member may withdraw his/her contributions to the fund if employment in the Civil Service is terminated for a period of at least 31 days and if he/she is not eligible for retirement at the time of separation. A member of the Retirement Fund is guaranteed a return from the fund which is at least equal to his/her contributions. However, no interest is paid on these refunded contributions.

Faculty planning retirement should visit the Human Resources Office no later than six months before retirement to establish completeness of records of Federal service (including military service). This is to allow lead time for obtaining needed records, documentation of previous pay (if relevant), and arrangement for payment of any deposits necessary to allow full credit.

MEDICARE

Medicare, the program to provide medical insurance to the elderly, consists of two parts: Part A, which provides hospitalization, and Part B, medical benefits. Part A is funded by Social Security taxes and is available to anyone receiving Social Security benefits without additional payment of

premiums; Part B requires individual election and payment of a premium. Social Security withholdings include a 1.3% contribution to the hospitalization insurance. Although Federal employees making regular contributions to the Civil Service Retirement System (CSRS) are exempt from paying Social Security retirement tax, the exemption does not extend to the hospitalization insurance. A withholding of 1.3% of basic pay up to the maximum taxable base set by Congress is made from the salaries of these employees.

FEDERAL EMPLOYEES' GROUP LIFE INSURANCE

Faculty members, except under temporary appointment, may participate in the Federal Employees' Group Life Insurance (FEGLI) Program. The program provides term insurance in a basic amount, roughly equivalent to a faculty member's salary, and additional optional insurance in varying amounts, which may be an additional \$10,000 and/or some multiple of one through five of the basic salary, and/or optional family coverage, whichever is elected. Basic life insurance and the \$10,000 additional option include double indemnity for accidental death and payment for accidental loss of one or more limbs or eyesight. The cost of the optional additional insurance is based on the employee's current age. The employing agency contributes one-third of the cost of basic insurance; employees pay the whole cost of optional insurance. Consult the Human Resources Office about the current costs of the basic and optional insurance. Faculty who are on Leave Without Pay status (e.g., an unpaid intersession) are responsible for making payments during this period. Deductions will be automatically made after returning to Pay status or, alternatively, the Faculty member may make alternative arrangements with the Human Resources Office before going on Leave Without Pay.

After retirement, and upon the retiree's sixty-fifth birthday, members may retain at least one-quarter of the value of their basic life insurance without cost. Other options for retaining insurance amounts through the continued payment of premiums after retirement are also available. In order to continue life insurance options after retirement, the employee must have carried the same type of insurance for at least five years prior to retirement.

HOSPITALIZATION AND MEDICAL EXPENSE INSURANCE

Provision is made for the participation of members and their families in the Federal Employee's Group Health Insurance Program. Two types of plans are available: Government-wide plans, under contract between the Office of Personnel Management and several insurance providers, and employee organization plans, available to members who have signed contracts for coverage with various health insurance providers. Payment is by payroll deduction, with the employee paying part of the cost and the agency paying a varying amount depending on the plan selected (with the Government contributions not to exceed 75 percent of the total enrollment costs). Faculty who are on Leave Without Pay status (e.g., an unpaid intersession) are responsible for making payments during this period. Deductions will be automatically made after returning to Pay status or,

alternatively, the Faculty member may make alternative arrangements with the Human Resources Office before going on Leave Without Pay.

The provisions of the different insurance carriers vary in detail and the plan which best fits the needs of the individual and his family should be selected. Enrollment is optional and can be canceled at any time since coverage is voluntary. Applications for group coverage are received by the carriers only on first employment or during the "open season" periods set by OPM (usually once a year, starting about the middle of November). Members with temporary appointments of a year or less are not eligible for participation. Health insurance may be continued into retirement, provided the retiree has been covered under the Federal Program (not necessarily the same plan) for the five years immediately preceding retirement.

Insurance terminates after 365 days in a non-pay status.

SOCIAL SECURITY

Only faculty members serving in certain types of Federal appointments (i.e., limited to one year or less, intermittent, and those covered by the Federal Employees' Retirement Systems [FERS]) pay the full cost of Social Security. Those members covered by the Civil Service Retirement Systems (CSRS) pay the 1.3% Medicare tax (see earlier section on Medicare) in addition to contributions to the CSRS.

INJURY COMPENSATION AND MEDICAL CARE

The Federal Employees' Compensation Act is administered by the Office of Workers' Compensation of the U.S. Department of Labor. The Act provides benefits to Federal employees for continuation of pay for traumatic injuries, compensation for wage loss, medical care, and other assistance for job-related injury or death. An employee is entitled to first aid and medical care for an injury sustained while in the performance of official duty. The medical care is to be provided by any duly qualified local physician or hospital of the employee's choice. Federal Employees' Health Benefits Program plans will not pay medical expenses resulting from a work-related injury or disease. An employee is required to give his or her official superior (supervisor) written notice of the injury within two working days after the injury in the performance of duty. Compensation may be denied if notice of injury is not given within 30 days, or if the supervisor does not have actual knowledge of the injury. Forms CA-1 (traumatic injury) and CA-2 (occupational disease) are provided for giving written notice. These provisions do not apply to dependents of Federal civilian employees.

MILITARY LEAVE

Civilian faculty members participating in a reserve program of the Armed Forces are expected to arrange to take their annual training duty during their intersessional period, if possible. In those cases where training can be performed only during the academic session, the faculty member should secure approval for military leave in advance of entering into a training duty commitment. The leave application should be forwarded to the Dean of Faculty via the cognizant Department/Group Chairman. All reservists of the Armed Forces or members of the National Guard except temporary, intermittent, and part-time employees, are entitled to leave of absence from duties, without loss of pay for not more than 15 days in any calendar year, for active duty or for training.

LEAVE

Members of the civilian faculty earn annual leave while they are in a pay status, the number of days depending upon their years of service. In addition, they earn 13 days of sick leave each year. The amounts earned are reduced proportionately for any part of the year a member is in a non-pay status. The law granting these types of leave is administered by the Office of Personnel Management (OPM) and members of the civilian faculty are governed by the OPM's regulations applying to the associated benefits. Consult the Human Resources Office for information.

The Federal Civil Service status of the civilian faculty of the Postgraduate School causes less flexibility in the faculty member's use of the Christmas and June recess period and of the "tenth month" period of his/her academic year than that existing in civilian universities. Civil Service Regulations recognize only two possible types of employee status: (a) work status, or (b) leave status (annual, sick, holiday, military, administrative, or leave without pay). This means, that a faculty member must be in one or the other status during the periods such as the Christmas or June recess or the intersessional period. During time in periods of this sort, when faculty members are not in leave status, they are therefore required to be engaged in, or available for, work for the School. Some faculty members customarily spend such non-leave time on research, professional writing, course writing, or similar scholarly activities with the concurrence of their Department/Group Chairman. Other faculty members may be designated by their Department/Group Chairman to undertake other necessary tasks for the Department/Group or the School, such as preparation of laboratories and apparatus for the quarter, teaching of refresher courses, Department/Group administrative work, etc. Faculty members who do not expect to be available for non-teaching duties during these periods are expected to submit leave requests for the days of nonavailability.

Civil Service Regulations require that each faculty member must be provided an opportunity during any calendar year to take the annual leave earned during that year. Such leave may not be taken only during an unpaid intersessional period, and the period when it is taken is subject to the approval of the Department/Group Chairman. There is a two-week break in June and December. Faculty members may take annual leave during these periods; otherwise, normal work is expected during these periods.

Civilian faculty members may be granted annual leave for emergency reasons at any time. Faculty members should notify their Chairman as soon as possible about the circumstances requiring emergency annual leave. Except in cases of emergency, civilian faculty members may not be granted extended leave during the academic session when such leave would interfere with the academic schedule.

1. The first step in the process of developing a new product is to identify a market need. This is often done through market research, which can involve surveys, focus groups, and other methods of gathering information about potential customers. Once a market need has been identified, the next step is to develop a concept for a product that meets that need. This is often done through brainstorming and prototyping. Once a concept has been developed, the next step is to develop a business plan for the product. This plan should outline the costs of development, production, and distribution, as well as the expected sales and profits. Once a business plan has been developed, the next step is to secure funding for the product. This can be done through a variety of methods, including venture capital, angel investors, and crowdfunding. Once funding has been secured, the next step is to develop the product. This involves hiring a team of engineers and designers to create a prototype and then a final product. Once the product has been developed, the next step is to launch it into the market. This involves creating a marketing plan and then implementing it. Finally, the next step is to monitor the product's performance in the market and make any necessary adjustments.

SECTION VII - SCHOOL FACILITIES

ACADEMIC FACILITIES

Library. The Dudley Knox Library's collections and services are maintained by the following organizational units: Reader Services, Research Reports, Acquisitions, Bibliographic Control, and Systems. The functions and scope of each are briefly described below:

- a. Reader Services (Open Literature): The Reader Services Division is the public service unit within the Library which supports students and faculty by providing access to unclassified library resources in hard copy and microform. These resources include books, journals, abstract literature, newspapers, and U.S. Government Printing Office publications, the latter received by virtue of the Library's depository status. It also provides reference assistance including online literature searches and bibliographic instruction, manages circulation of library materials including course reserve items, maintains current and bound journals, processes interlibrary loans, and controls microfiche and microfilm files and equipment. Readers Services also conducts library tours, manages student photocopiers, and the Library's group study rooms.
- b. Research Reports and Classified Materials (Classified and Unclassified Research Documents): This unit is the Library's repository for classified (Secret, Confidential) and unclassified documents received in hard copy and microform. It provides bibliographic access to all hard copy reports held by the division. It also provides access to the technical reports database of the Defense Technical Information Center (DTIC) and various products on CD-ROM, and it houses a classified word processing facility.
- c. Acquisitions (Collection Acquisitions): This unit orders and receives Library materials in all formats, working closely with Library staff and Library Liaison Officers from the Library Council.
- d. Bibliographic Control: This unit supports instructional and research programs of the School by cataloging, classifying, and processing all types of informational materials, in a variety of formats, to be entered into BOSUN, the Library's online catalog, and to be made available to Library users. Materials include NPS theses and reports as well as a wide range of materials from other sources.
- e. Systems (Library Automation): The Systems Office manages new technology for automating the Library's collections and services. BOSUN (Bibliographic Online System Utilis Nautis), the Library's online catalog for open literature, is one major responsibility of this unit. Another system, STILAS (Science and Technology Information Library Automated System), is soon to be introduced for online access to the Library's classified documents collection.

Library cards are issued to Faculty members at the Library once they have received their identification cards. Questions regarding Library usage should be referred to the Reference Librarian.

Computing Services. The Computing Service organization supports a broad range of computing and information services on a variety of server systems attached to the campus backbone network. These systems include an IBM-compatible mainframe (Amdahl 5995/700A); a vector/parallel supercomputer (Cray Y-MP/EL98); two large SUN servers supporting 130 SUN SPARC 10 workstations; and high-performance graphics workstations and video-recording equipment in a Scientific Visualization Laboratory. These facilities and most of the organization's staff are located on the first floor of Ingersoll Hall. The organization maintains clusters of network-connected workstations in the other academic buildings. Some are arranged as electronic classrooms with 25 to 35 identical computers, either PCs, Macintoshes or HP workstations. Others contain SUN SPARC 10 workstations and IBM graphics terminals which are intended for individual use by students and faculty. The organization also provides high-speed gateways to global networks such as MILNET, BITNET and the Internet.

All of the services and facilities are described in a handout, *Introduction to Computing Services* available in Ingersoll 146, Consulting Office. This room also contains copies of all of the Computing Services' publications, newsletters, etc., and reference sets of manuals and other documentation of available operating systems and major software packages.

All services are provided free of charge to faculty members and students engaged in official School work. The computers *cannot* be used for private consulting work.

Other Facilities. The evolution of the instruction and research programs of the Naval Postgraduate School has resulted in a number of special facilities, most of which are used in support of both instruction and research programs. Some of these facilities are listed below.

- Hybrid Computer and Simulation Laboratory
- Ocean Acoustic Wave Facilities
- Aeropropulsion Laboratories
- Anechoic Chambers
- Antenna Measurements Facility
- Wind Tunnels (subsonic, transonic, and supersonic)
- 100 MeV Electron Linear Accelerator
- Human Factors Engineering Laboratory
- Metals Creep Laboratory
- Precision Frequency Standards and VLF Propagation Laboratory
- Wargaming Facility
- Flash X-Ray Facility
- CAD/CAE Facility
- VLSI Design Facility
- Microprocessor Laboratories

- Graphics laboratories
- Laser Labs
- Learning Resource Centers (instructional computer facilities)
- Distance Learning Center

RECREATION FACILITIES

The Naval Postgraduate School's 18-hole golf course is available to faculty members upon payment of greens fees or a monthly membership fee. A driving range and putting green are also located on the golf course site.

An outdoor, heated swimming pool is located on the campus. It is open from May through October on Tuesdays through Fridays from 1100 to 1800 and 1200 to 1800 on Saturdays, Sundays, and holidays. During the remainder of the year the pool is closed.

Other physical recreation facilities include a gymnasium (requiring a nominal membership fee) with exercise equipment, basketball court, racquetball, squash courts, a softball field, tennis courts, and picnic grounds.

The Recreation Office, located in the basement of Herrmann Hall, has current folders and maps for the many camping areas, motels, and recreational and entertainment facilities in California. Civilian faculty members may obtain recreation passes for the use of all recreation facilities for themselves and their immediate dependents from this Office.

PERSONAL SERVICE FACILITIES

Commissioned Officers and Faculty Club. The use of all of the social and recreational facilities of the Commissioned Officers and Faculty Club, with the exception of the Package Store, is extended to civilian members of the Faculty. There is no club membership fee. The Club's facilities include the main dining room, cocktail lounges, and several rooms available for private parties on a reservation basis.

Bookstore. The Navy Exchange Bookstore offers a complete range of textbooks, magazines/periodicals, computer software, and personal office supplies (e.g., pens, pencils, etc.).

Barber Shops. The main Barber Shop located in the Navy Exchange Building is available to civilian faculty members. Its hours of operation are from 0830 to 1630 Monday through Saturday. In addition, there is an appointment Barber Shop in the basement of Herrmann Hall. This is open from 0830 to 1630 Monday through Friday.

Food Services. The Commissioned Officers' and Faculty Club provides cafeteria service for breakfast from 0645 to 0815 and lunches from 1100 to 1315 on Monday through Friday. The Navy Exchange operates a cafeteria in the Navy Exchange complex that is open during the Exchange's operating hours. Coffee, pastries, and lunches are also available in the quadrangle.

Post Office. A branch of the U. S. Post Office is located at the rear of Herrmann Hall. It is open from 0930 to 1600 Monday through Friday.

Navy Exchange Facilities: Civilian faculty members and their dependents are *not* allowed to use Navy Exchange facilities unless this privilege is based on prior or present military service or family members in the service. Exceptions to this rule are for the Bookstore and eating facilities operated by the Navy Exchange.

APPENDIX A

POLICY REGARDING APPOINTMENT, PROMOTION, SALARY, AND TENURE OF OFFICE OF THE CIVILIAN MEMBERS OF THE FACULTY

APPENDIX B


FACULTY PAY SCHEDULE

NAVAL POSTGRADUATE SCHOOL FACULTY SALARY SCHEDULE
(ACADEMIC SESSION -- 10 Month Salary)
LOCALITY RATES OF PAY FOR NAVAL FACULTY INCORPORATING THE
LOCALITY-BASED COMPARABILITY PAYMENTS FOR SAN FRANCISCO CMSA

S T E P	S T E P	S T E P	S T E P	S T E P	S T E P	S T E P	S T E P	S T E P	
INSTRUCTOR	ASSISTANT PROFESSOR	ASSOCIATE PROFESSOR	PROFESSOR	PROFESSOR	PROFESSOR	PROFESSOR	ADMIN FACULTY		
1	33,272	7	40,213	17	51,782	25	61,898	20	55,575
2	34,428	8	41,370	18	53,047	26	63,162	21	56,840
3	35,583	9	42,527	19	54,311	27	64,427	22	58,104
4	36,742	10	43,684	20	55,575	28	65,691	23	59,368
5	37,899	11	44,841	21	56,840	29	66,955	24	60,633
6	39,056	12	45,998	22	58,104	30	68,220	25	61,898
7	40,213	13	47,155	23	59,368	31	69,484	26	63,162
8	41,370	14	48,311	24	60,633	32	71,015	27	64,427
9	42,527	15	49,468	25	61,898	33	72,546	28	65,691
10	43,684	16	50,625	26	63,162	34	74,077	29	66,955
11	44,841	17	51,782	27	64,427	35	75,607	30	68,220
12	45,998	18	53,047	28	65,691	36	77,138	31	69,484
13	47,155	19	54,311	29	66,955	37	78,669	32	71,015
14	48,311	20	55,575	30	68,220	38	80,200	33	72,546
15	49,468	21	56,840	31	69,484	39	81,731	34	74,077
16	50,625	22	58,104	32	71,015	40	83,261	35	75,607
17	51,782	23	59,368	33	72,546	41	84,793	36	77,138
18	53,047	24	60,633	34	74,077	42	86,323	37	78,669
19	54,311	25	61,898	35	75,607	43	87,854	38	80,200
20	55,575	26	63,162	36	77,138	44	89,385	39	81,731
21	56,840	27	64,427	37	78,669	45	90,916	40	83,261
22	58,104	28	65,691	38	80,200	46	92,446	41	84,793
23	59,368	29	66,955	39	81,731	47	93,978	42	86,323
24	60,633	30	68,220	40	83,261	48	95,508	43	87,854
25	61,898	31	69,484	41	84,793	49	97,040	44	89,385
26	63,162	32	71,015	42	86,323	50	98,570	45	90,916
27	64,427	33	72,546	43	87,854	51	100,101	46	92,446
	(\$65,357)	34	74,077	44	89,385	52	101,632	47	93,978
		35	75,607	45	90,916	53	103,163	48	95,508
		36	77,138	46	92,446	54	104,693	49	97,040
		37	78,669	47	93,978	55	106,225	50	98,570
		38	80,200	48	95,508	56	107,755	51	100,101
		39	81,731	49	97,040	57	109,286	52	101,632
		40	83,261	50	98,570	58	110,817	53	103,163
		41	84,793	51	100,101	59	112,348	54	104,693
		42	86,323	52	101,632	60	113,879	55	106,225
		43	87,854	53	103,163	61	114,957	56	107,755
		44	89,385	54	104,693	62	114,957	57	109,286
		45	90,916	55	106,225	63	114,957	58	110,817
		46	92,446	56	107,755	64	114,957	59	112,348
		47	93,978	57	109,286	65	114,957	60	113,879
		48	95,508	58	110,817	66	114,957	61	114,957
		49	97,040	59	112,348	67	114,957	62	114,957
		50	98,570	60	113,879	68	114,957	63	114,957
			(\$100,009)	61	114,957	69	114,957	64	114,957
					(\$114,957)	70	114,957	65	114,957
						71	114,957	66	114,957
						72	114,957	67	114,957
						73	114,957	68	114,957
							(\$114,957)	69	114,957

1 The locality rates of pay are considered basic pay for retirement, life insurance, and severance pay purposes and for advances in pay. They are NOT considered basic pay for any other purpose. For within-grade increases, promotions, highest previous rate, recruitment and relocation bonuses, retention allowance, and other payments or benefits calculated as a percentage of basic pay, the Naval Faculty Schedule: effective date 13 January 2002 will be used.

Approved: Effective 13 January 2002


DAVID R. ELLISON
 Rear Admiral, U.S. Navy
 Superintendent

APPENDIX C

Faculty Bylaws

FACULTY ORGANIZATION

The Faculty of the Naval Postgraduate School is organized under the following set of By-Laws.

FACULTY BY-LAWS

Article I NAME

This organization will be known as the Faculty of the Naval Postgraduate School, and will hereinafter be referred to as the Faculty.

Article II OBJECT

The object of this organization will be to promote understanding and communication between members of the Faculty and members of the Administrative Staff, to protect and promote the professional stature of the members, and to assist the administration in accomplishing the mission of the Naval Postgraduate School.

Article III ORGANIZATION

Section 1. In order to fulfill in an orderly manner the objectives of the organization, there are hereinafter established the following recognized bodies.

- (i) The Faculty;
- (ii) The Faculty Council;
- (iii) The Executive Board of the Faculty Council, hereinafter referred to as the Executive Board; and
- (iv) The Standing Committees of the Faculty.

Section 2. The Faculty Council is the representative body of the Faculty and is responsible to the Faculty. It is headed by the Faculty Chairman, elected from the eligible membership of the Faculty. The Secretary of the Faculty, elected from the eligible membership of the Faculty, acts in a secretarial role for meetings of both the Faculty and the Faculty Council.

Article IV FACULTY

Section 1. Membership. There shall be three classes of membership.

- (i) Regular Member. Active members of the staff, military and civilian, engaged in teaching in any of the professional grades, and those with rank of Instructor whose primary duties are instruction, together with the Librarian and the Director of the Computer Center, will be REGULAR MEMBERS of the Faculty. Regular Members will have the right to vote on all matters brought before the Faculty except as provided in Article IV, Section 2(v)(a), and Article V, Section 5(v). Regular Members will have the right to hold a single elective office as provided in Article V, Section 1, Article VI, Section 1, Article VII, Section 1, and Article VIII, Section 1, and will have the right to hold office in Temporary Committees. The Faculty Chairman and elected members of the Nominating Committee may hold one additional office.
- (ii) Ex-Officio Member. The Superintendent, the Academic Dean, the Director of Programs, the Dean of Faculty and Graduate Studies, the Dean of Instruction, the Dean of Research, and the Dean of Information and Computer Services will be EX-OFFICIO MEMBERS of the Faculty. Ex-Officio Members will have the right to vote on all matters brought before the Faculty at meetings of the Faculty, but they may not hold elective office.
- (iii) Associate Member. Visiting and Adjunct Professors, members of the Faculty in the grade of Instructor whose primary duty is not teaching, and civilians employed on a contract or part-time basis for teaching duties will be ASSOCIATE MEMBERS of the Faculty. Associate Members will enjoy all the privileges of Members except those of voting and holding office.

Section 2. Meetings.

- (i) There shall be at least one regular meeting in the Spring Quarter and in the Fall Quarter of each Academic Year.
- (ii) The regular meeting in the Fall Quarter shall be known as the Election Meeting. It shall be held no earlier than the third week of the Quarter.
- (iii) Special meetings shall be called on the request of the Faculty Chairman, the Academic Dean, or by a petition to the Faculty Council signed by ten percent of the Regular Members.
- (iv) Meetings of the Faculty shall not be called unless at least one-half of the Regular Members are in a pay status.

- (v) The Academic Dean shall preside over meetings of the Faculty. In the absence of the Academic Dean, the Chairman of the Faculty shall preside, or in his absence, the Acting Faculty Chairman. In the event of his absence, the Chairman of one of the Standing Committees, in the order of precedence listed in Article VII, Section 1(i), shall preside.

- (a) The presiding officer shall be without vote except in the event of a tie.

- (vi) The agenda for meetings of the Faculty shall be established by the Faculty Council. Special items for the agenda shall be included, on petition signed by ten percent of the Regular Members. The notice and agenda of any regular or special Faculty meeting shall be circulated to the Faculty by the Secretary of the Faculty not less than five days before the meeting.

- (vii) A quorum shall consist of thirty-five Regular Members.

- (viii) "Roberts Rules of Order (Revised)" shall be used in governing all meetings of the Faculty except when in conflict with the By-Laws.

- (ix) A Parliamentarian shall be appointed by the Faculty Chairman.

Section 3. Elections and Tenure of Office.

- (i) Nominations for elective office, except Department Representatives and Alternates, shall be presented by the Nominating Committee. Additional nominations, except for Faculty Chairman Elect, may be made to the Nominating Committee for circulation to the Faculty not less than five days before the Election Meeting. Each nominee must consent to having his or her name placed in nomination. Election shall be by written ballot.
- (ii) Results of the election shall be published to the Faculty within a week after the Election Meeting and shall be certified to the Council by the Nominating Committee at the first regular Council meeting following the Election Meeting.
- (iii) All newly elected Faculty officers, including Department Representatives and Alternates, shall assume office at the time of the first regular Council meeting following the Election Meeting.
- (iv) If two or more members of the same committee are to be elected at the same meeting, the member receiving the largest number of votes will be elected for the longest term and the member receiving the smallest number of votes will be elected for the shortest term.

- (v) No person may hold a particular elective office for more than two consecutive terms.
- (vi) The office held by any member of the Faculty scheduled to be absent from the Monterey area or otherwise unavailable for duty is considered to be vacant upon commencement of such unavailability. Vacancies of three or more consecutive quarters shall be permanent, while those of shorter duration shall be temporary. Vacancies in the office of Department Representative or Alternate shall be filled by election by members of the Department concerned. Vacancies in all other offices shall be filled as specified in Article V, Section 2(vi).
- (vii) For 1991-2 only, there shall be an election for Faculty Chairman as prescribed for the Faculty Chairman Elect in Paragraph (i) of this Section and Paragraph (x), Section 2, Article V. In subsequent years, the Faculty Chairman Elect shall become the Faculty Chairman upon completion of his or her year of service.

Article V FACULTY COUNCIL

Section 1. Membership. The following are members of the Faculty Council:

- (i) the Faculty Chairman;
- (ii) three Faculty Representatives;
- (iii) the Department Representatives, one from each Academic Department, except that a Department having 60 or more Regular Members of the Faculty shall elect two Department Representatives, and except that if a Department has five or fewer Regular Members of the Faculty, the Faculty Council shall determine whether the Department shall have its own Department Representative or shall be merged with another Academic Department for the sole purpose of electing a single Department Representative for the two Academic Departments. For the purpose of this section, the Defense Resources Management Education Center and the Aviation Safety Programs shall each be considered to be an Academic Department;
- (iv) the Chairmen of the Standing Faculty Committees; and
- (v) the Secretary of the Faculty.
- (vi) When the Chairman of a Standing Committee is unable to attend a meeting of the Faculty Council he shall designate another member of the Committee to

attend in his place. This member shall be entitled to vote on all matters before the Council.

Section 2. Duties. The duties of the Faculty Council shall be to:

- (i) consider all problems, policies and procedures that are of concern to the Faculty;
- (ii) determine the agenda for Faculty meetings;
- (iii) assign studies of problems, policies or procedures to the appropriate committee(s), and to receive and act upon these reports;
- (iv) report actions of the Faculty Council to the Faculty;
- (v) circularize matters to be presented to the Faculty, such circularization to be made by the Secretary of the Faculty at least five days before the meeting at which the items are to be discussed;
- (vi) appoint members to fill permanent vacancies in elective offices except those of Department Representatives and Alternate, the appointed member to serve until the next election meeting of the Faculty at which time the office shall be filled by election; and at its discretion to appoint members to fill temporary vacancies, the appointed member to serve until the regular member resumes office. Appointees to the standing committees shall serve as junior members;
- (vii) annually elect at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives four members to serve on the Executive Board;
- (viii) annually select at the first meeting following the election meeting of the Faculty from among the Faculty Representatives and Department Representatives one member to serve on the Research Council and one member to serve on the Computer Advisory Board;
- (ix) receive and audit at the first meeting following the election meeting of the Faculty, the accounting by the Retirement, Insurance and Special Functions Committee of funds in its custody; and
- (x) elect two nominees for Faculty Chairman Elect for the following year at its last meeting prior to the Faculty Election Meeting.

Section 3. Faculty Chairman. There shall be a Faculty Chairman whose duties include:

- (i) presiding at meetings of the Faculty Council and Executive Board; he may designate a Faculty Council member to preside in his place during all or any part of the meeting;
- (ii) transmitting Faculty Council proceedings requiring response to the Superintendent or his designated representative via the Academic Dean;
- (iii) representing the Faculty at every appropriate forum; and
- (iv) performing other duties that may be assigned by the Faculty Council or Executive Board.

Section 4. Faculty Chairman Elect. There shall be a Faculty Chairman Elect whose duties include:

- (i) maintaining a working knowledge of the Faculty Organization and the current state of its recognized bodies;
- (ii) planning and arranging a work schedule that will be appropriate for his or her duties as Faculty Chairman in the following academic year; and
- (iii) performing other duties that may be assigned by the Faculty Chairman or the Executive Board.

Section 5. Executive Board.

- (i) The Executive Board of the Faculty Council shall consist of:
 - (a) the Faculty Chairman, and the Faculty Chairman Elect.
 - (b) the Secretary of the Faculty; and
 - (c) four members of the Faculty Council who are either Faculty or Department Representatives.
- (ii) The duties of the Executive Board shall include:
 - (a) to provide for an Acting Faculty Chairman to serve in the absence of the Faculty Chairman;
 - (b) to establish the agenda for Faculty Council Meetings;

- (c) to deal with all matters relating to the professional status of the Faculty as a group;
- (d) to be cognizant of the activities of all Faculty standing and temporary committees (Article VII, sections 1 and 2); and
- (e) to perform all other duties assigned to it by the Faculty Council.

Section 6. Meetings.

- (i) The Faculty Council shall meet on a regular monthly basis during each Academic Quarter except during the month of the regular Faculty meeting and at other times as necessary.
- (ii) The Executive Board shall meet weekly during each Academic Quarter except for the weeks of the Faculty Council or regular Faculty meetings.
- (iii) A quorum is a simple majority of the Faculty Council members, and voted action requires an affirmative vote of a majority of the members present.
- (iv) All members of the Faculty as defined under Article IV, Section 1 are entitled to attend the meetings of the Faculty Council. Upon recognition by the presiding officer, Faculty members may address the group.
- (v) The presiding officer is without vote except in case of a tie.

Article VI SECRETARY OF THE FACULTY

Section 1. There shall be a Secretary of the Faculty. He shall serve in this role at meetings of the Faculty, Faculty Council, and the Executive Board.

Section 2. Term of Office. The Secretary of the Faculty shall be elected for a two-year period by the Faculty at the Election Meeting of the Faculty.

Section 3. In the absence of the Secretary of the Faculty, the Faculty Chairman shall appoint an acting Secretary.

Article VII FACULTY COMMITTEES

Section 1. Standing Committees.

- (i) There shall be five Standing Committees: Professional Practices; Scholarship; Retirement, Insurance and Special Functions; Plans, Facilities and Support Services; and Nominating.
- (ii) Each Standing Committee shall consist of three elected members with each serving for three years except that terms of one, two, or three years may be assigned according to the number of votes received when necessary in order to allow one-third of the membership of each committee to be elected each year.
- (iii) Eligible Faculty shall be appointed to fill vacancies as defined under Article V, Section 2(vi).
- (iv) Of each individual committee, the elected member who has served the longest current continuous period shall be chairman. In the case of two elected members of equal length of current service, the member with the shortest remaining tenure shall be chairman. If all members have been appointed by the Faculty Council, the member who has served the longest period of his current term shall be chairman. The phrase "longest current continuous period" shall be interpreted as including not more than one elected term.
- (v) A Standing Committee may establish sub-committees for special purposes. The Chairman of a sub-committee shall be a member of the parent committee.
- (vi) All committees, except Nominating and Professional Practices, shall report to the Faculty Council and to the Faculty at regular Faculty meetings.
- (vii) The Nominating Committee shall report directly to the Faculty annually and to the Faculty Council as required.

Section 2. Duties.

- (i) Professional Practices. The duties of this Committee shall be to provide counsel and assistance to individual Faculty members and to the Administration, when requested, in matters relating to individual grievances and ethics. The committee, where necessary, will present the matter to the Executive Board for further consideration, but will not present such matters to the Council or Faculty unless directed to do so by the Executive Board.
- (ii) Scholarship. The duties of the Scholarship Committee shall be to study all matters of scholarship as they apply to the Faculty and Student Body; i.e.,

teaching load, curriculum development, requirements for the awarding of degrees, etc.

- (iii) Retirement, Insurance and Special Functions. The duties of this Committee shall be to study all matters relating to retirement and insurance as they affect the civilian members of the Faculty; to collect, have custody of, expend, and account for all funds intended for special functions; and to assist in planning and organizing special events and social obligations of the Faculty.
- (iv) Plans, Facilities and Support Services. The duties of this Committee shall be to represent the Faculty on matters concerned with the use and development of land and facilities in support of the School's mission; to provide liaison between the Faculty Council and the administrative plans officer in the development of detailed plans for future academic buildings, facilities and support services; and to provide liaison between the Faculty and the appropriate offices of the School in matters concerning these issues.
- (v) Nominating. The duties of this Committee shall be to present at least two candidates in nomination for each elective office to be filled according to Article IV, Section 3; to present candidates in nomination for temporary elected committees when so instructed in the formative motion; to keep records of past and present membership of all committees and sub-committees; to act as tellers and record the vote in all elections and other matters coming before the Faculty in which voting by written ballot has been specified; and to act as Sergeant-at-Arms at all Faculty meetings.

Section 3. Temporary Committees.

- (i) A temporary committee may be created and its duties outlined either by action of the Faculty, the Faculty Council or the Faculty Chairman.
- (ii) Members of a temporary committee shall be elected or appointed as specified in the formative motion if the committee is created by action of the Faculty or the Faculty Council; otherwise they shall be appointed by the Faculty Chairman.
- (iii) A temporary committee is automatically dissolved at the end of the second quarter following its inception unless its term is extended by actions of the Faculty Council or the Faculty.

Article VIII DEPARTMENT REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. Department Representatives shall be elected in accordance with Article V, section 1(ii).

- (i) Election shall be by secret ballot at a regular department meeting during the Fall Quarter, but not less than two days prior to the first regular Council meeting following the Faculty Election Meeting. An Alternate with concurrent term shall be elected to serve in his absence. A Second Alternate may be elected to act in the absence of the Department Representative and the Alternate.
- (ii) The results of the election shall be transmitted by the Department Chairman to the Secretary of the Faculty prior to the first regular Council Meeting following the Faculty Election Meeting.

Section 2. Tenure of Office. Except as otherwise provided herein, each Department Representative shall serve for three years. The term of the Alternate from the same Department shall run concurrently. The term of office shall begin at the time of the first regular Council Meeting following the Faculty Election Meeting, except that the term of a Department Representative or Alternate elected to fill a vacancy shall commence upon his election and shall extend to the end of the term of the Representative or Alternate he replaces. Initially, terms of one year, two years, or three years may be assigned by lot, drawn by the Secretary of the Faculty, among all the Academic departments so as to allow about one-third of the membership to be elected each year. If two departments are merged, both Department Representatives shall continue in office until expiration of their elected terms.

Section 3. Nomination. A nominating committee of the Academic Department shall present a slate of eligible candidates. Additional nominations may be made at the Academic Department's election meeting. The Department Chairman is not eligible for the nomination.

Section 4. If a Department Representative becomes Faculty Chairman, then the Alternate shall become acting Department Representative with full privileges as a member of the Faculty Council.

Section 5. Duties of Department Representatives and Alternates. Each Department Representative shall keep the Faculty of his department informed concerning discussions in and action by the Faculty Council. He shall represent the interest of the department Faculty in the Faculty Council. The duties of Department Representative Alternate shall include assisting the Department Representative in the performance of his duties.

Article IX FACULTY REPRESENTATIVES TO THE FACULTY COUNCIL

Section 1. Three Faculty Representatives shall be elected by secret ballot at the Election Meeting of the Faculty.

Section 2. Each elected member shall serve for three years, except that initially the candidate receiving the largest number of votes shall serve three years, the candidate receiving the second largest number shall serve two years and the candidate receiving the third largest number shall serve a one-year term.

Article X AMENDMENTS

These By-Laws may be amended provided that a notice of the proposed action has been circulated at least five days before the Faculty Meeting at which the action is to take place, a quorum is present, and an affirmative vote of two-thirds of the voting members present is obtained.

Adopted: 8 May 1963

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30 August 1967

13 November 1968

4 June 1969

3 December 1969

16 September 1970

7 September 1971

7 September 1972

5 December 1972

5 June 1973

10 June 1975

9 March 1976

7 June 1977

Article III, Sections 1(i), 1(ii), 1(iii)

Article VII, Sections 1(i), 3(vi), 3(vii)

Article IV, Sections 4(i), 5(i)

Article V, Sections 1, 2

Article VI, Section 2(iv)

Article VII, Sections 4(v), 5(iii)

Article III, sections 1(i), 1(ii)

Articles III, IV, V, VI, VII, VIII, IX

Article IV, Sections 1(ii), 3, 3(i), 3(ii), 3(iii)

Article V, Sections 1(v), 2(vi)

Article VI, Sections 1, 1(iv)

Article VIII, Sections 1(i), 1(ii)

Article IV, Section 3(vi)

Article V, Section 2(vi)

Article VII, Sections 1(i), 2(ix)

Article IV, Sections 1(i), 1(iii)

Article IV, Sections 1(i), 1(ii)

Article IV, Section 2(v)

Article V, Sections 1(ii), 1(iii), 1(v), 4(ii)

Article VIII, Sections 1, 1(i), 2, 4, 5

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Article IV, Sections 1(ii), 3(i)

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26 August 1980

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3(iv), 4(ii), 5(ii), 5(iii)

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Article IV, Section 1(ii)

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Article V, Section 2(x)

28 May 1991

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